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A HANDBOOK
OF
ECONOMIC AGENCIES
OF THE WAR OF 1917

Monograph No. 3

Prepared in the
Historical Branch, War Plans Division
General Staff
1919

WASHINGTON
GOVERNMENT PRINTING OFFICE
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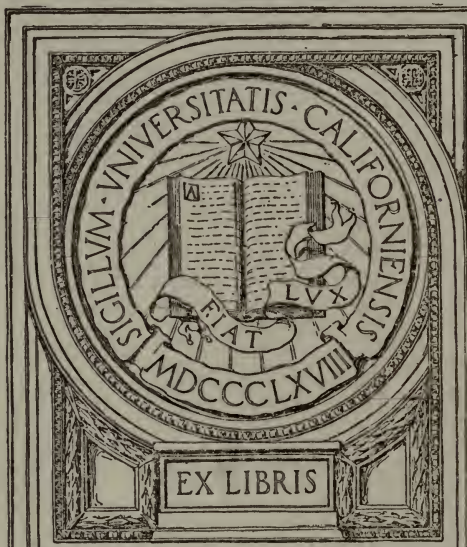
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WAR DEPARTMENT

Document No. 908

Office of The Adjutant General

War plans division

GIFT

WAR DEPARTMENT,
WASHINGTON, *September 10, 1919.*

The following publication, entitled "A Handbook of Economic Agencies of the War of 1917," prepared in the Economic Mobilization Section, Historical Branch, War Plans Division, General Staff, is approved and published for the information of all concerned.

[062.1, A. G. O.]

BY ORDER OF THE SECRETARY OF WAR:

PEYTON C. MARCH,
General, Chief of Staff.

OFFICIAL:

P. C. HARRIS,
The Adjutant General.

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PREFACE.

The economic agencies of the War of 1917 included organizations that were parts of the Government of the United States before the war; others that were created in the permanent departments to meet war conditions; other war boards or administrative bodies that were created by special legislation or Executive order; others that were created by interallied action for joint service; and still others that were not a part of the Government at all but represented private enterprise organized to assist and cooperate in the advancement of the war. These organizations have been studied as a part of the preliminary work in the preparation of the History of Economic Mobilization for the War of 1917. In every case it has been desirable to learn when, where, and under what auspices the agency came into existence, to trace the history of its growth or disappearance, to ascertain its principal functions and its relationships to other agencies, and to indicate the personnel responsible for its work. This Handbook of Agencies is the result of the above preliminary study. It is printed in the belief that the data here assembled will be increasingly useful in the future to officers, administrators, and investigators, as time obliterates the recollections by which alone the clear outlines of the agencies are now preserved.

The range of agencies is necessarily as broad as the range of human effort by which material things were assembled for the purposes of war, a fact to which the diversity of titles contained in the Handbook bears witness. It has been the purpose, however, to include only such agencies as were of economic significance, and the Handbook is in no sense to be regarded as a complete catalog of agencies, governmental or private, whose functions were related to the war. This economic point of view will explain seeming omissions, particularly in the treatment of certain Government bureaus and departments, the functions of which were not economic. Furthermore, agencies, the duties of which were purely executive and administrative, have not been included. In a very small number of cases the impossibility of obtaining information from the agencies concerned definite enough to warrant publication has necessitated the omission of certain articles. The alphabetical order has been followed in the arrangement of the articles, but it should be noted that *United States* has not been used as a filing term. An alphabetical index of names will be found at the back of the Handbook as a help in the location of those agencies, the names of which may be uncertain, but the executives of which may be known.

An earnest expression of thanks and obligation is made to the executives and their assistants in all the agencies listed who so unanimously gave both courteous and prompt assistance in the collection of material from which the Handbook articles were written.

HANDBOOK OF ECONOMIC AGENCIES OF THE WAR OF 1917.

ACCOUNTANTS, COOPERATIVE COMMITTEE OF AMERICAN INSTITUTE OF; COUNCIL OF NATIONAL DEFENSE.

Appointed by the institute in April, 1917, as an advisory committee to the Council of National Defense. The committee examined contracts and furnished accountants for camp and cantonment construction. When it was dissolved as a committee of the Council of National Defense, the organization was continued as a war service committee of the institute with the same personnel and functions. E. L. Suffern, chairman.

ACCOUNTANTS WAR SERVICE COMMITTEE.

Appointed in April, 1917, by the American Institute of Accountants as an advisory committee of the Council of National Defense. It named accountants to assist Government departments and supervised the making of contracts for the War Department. When the subsidiary committees of the War Industries Board passed out of existence, the committee became a war service committee of the United States Chamber of Commerce. E. L. Suffern, chairman.

ACCOUNTING BRANCH, CONSTRUCTION DIVISION OF THE ARMY.

Created May 24, 1917, to have charge of accounting, legal matters, and general administration. This branch acted in an advisory capacity for Government accounting forces on the construction projects, sent out traveling accountants, and assembled cost data and financial statistics relative to all jobs. Maj. W. A. Dempsey, chief, succeeded by Lieut. Col. Charles Neville.

ACCOUNTING COMMITTEE, DIVISION OF PUBLIC SERVICE AND ACCOUNTING, UNITED STATES RAILROAD ADMINISTRATION.

Creation announced April 2, 1918, under A. H. Plant, chairman. Associated with Mr. Plant were a number of experts in railroad accounting. This committee gave advice with respect to technical matters pertaining to accounting procedure. Owing to the elimination of competition in the operation of the railroads it was possible to make many changes in accounting methods in the interests of economy and efficiency. The committee also took over, practically intact, the functions and the organization of the subcommittees on military transportation accounting of the Special Committee on National Defense, American Railway Association, and the work of the general, State, and field military accountants was continued as before.

ACCOUNTING DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A continuing division which during the war took on new activities caused by the increased purchasing of the Navy Department. This division determined the basis of cost-plus contracts, the fairness of bid prices on proprietary articles, the proper allowances for amortization of plant improvements, the financial condition of various companies, and the merit of their claims for advances of money, and in general all relations of the Bureau of Supplies and Accounts with contractors. A force of over 2,000 accountants handled this work. It functioned through an Appropriation Section, Stores Section, Cost Section, and Cost-Inspection Section.

ACCOUNTING, DIVISION OF, UNITED STATES RAILROAD ADMINISTRATION.

See *Public Service and Accounting, Division of; United States Railroad Administration.*

ACCOUNTING SECTION, DIVISION OF PUBLIC SERVICE AND ACCOUNTING, UNITED STATES RAILROAD ADMINISTRATION.

Organized during the summer of 1918. This section supervised the administration's accounting of all railroads under Federal control, and developed the accounting system which controlled the carriers' accounts and made it possible to render statements of the operating results and the assets and liabilities of all carriers in the aggregate. D. E. Brown was appointed manager on November 1, 1918, and was made director of accounting February 1, 1919.

ACCOUNTING SECTION, GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created April 19, 1918, to be in charge of work formerly assigned to Finance Section. It functioned through the following branches: Payroll Accounting, Cost Accounting, and Stores. Lieut. Col. L. W. Blyth, chief.

ACCOUNTS AND ADJUSTMENTS BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created in January, 1918. It made and executed all contracts entered into by the Subsistence Division; handled all claims made by packers and canners with respect to final prices upon goods taken by allotment; advised upon all legal matters; handled contract terminations; and represented the Subsistence Division in commandeering procedure. Capt. E. H. Kothe and Capt. H. B. Walker acted successively as chief.

ACIDS, COMMITTEE ON, THE CHEMICAL ALLIANCE (INC.).

Formed February 6, 1918, to attend to matters concerning the industry and to work in connection with the War Industries Board. It issued a weekly Bulletin, Nos. 1 to 41, the last being of date January 3, 1919. The committee was kept as one of the sections of the Chemical Alliance (Inc.), and directed its efforts to guiding the industry in its reconstruction problems. W. D. Huntington, chairman.

ACIDS SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Formed with E. R. Grasselli, chairman, becoming the Acids Committee or Section of the Chemical Alliance (Inc.), November, 1917.

ACIDS AND HEAVY CHEMICALS SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed about May 1, 1918. Information was already at hand as to production, from a Bureau of Mines survey, and as to costs, from a survey made by the Federal Trade Commission. Work was confined chiefly to procurement of sufficient sulphuric and nitric acids, not only for explosives and gases, but also for fertilizers, the refining of oils, and dye stuffs. It helped to create new capacity, investigated and controlled raw materials, worked out transportation problems, and allocated supply. The industry was not commandeered, but the Government reserved priority right, and prices were fixed. The section was discontinued December 31, 1918. Albert R. Brunker, chief.

ACTUARY, UNITED STATES RAILROAD ADMINISTRATION.

An official appointed May 25, 1918. He performed the duty of compiling and analyzing statistics and preparing reports concerning various economic problems connected with the United States Railroad Administration which were referred to him by the Director General or members of his staff. He also had charge of the Bureau of Suggestions and Complaints, the organization of which was announced on August 22, 1918. Theodore H. Price, actuary.

ADJUTANT GENERAL OF THE ARMY, THE.

The Adjutant General of the Army functioned along noneconomic lines with two exceptions, the War Service Exchange and the Industrial Furlough Section. Maj. Gen. H. P. McCain was The Adjutant General until August 9, 1918, when he was relieved by Maj. Gen. P. C. Harris.

ADMINISTRATION BRANCH, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established March 4, 1918, for the purpose of supervising routine business throughout the Procurement Division, including the handling of mail and cablegrams, distribution of administrative orders, the compiling of reports not handled by the Statistical Branch, etc. The Administration Branch was subdivided into a number of units. There was a Contract Information Unit, which interviewed contractors and referred them to the proper negotiating officers and maintained a mailing list of the contractors recommended by the chairmen of the various committees associated with the Resources and Conversion Section of the War Industries Board. A Clearance Unit was established for the purpose of handling applications for clearance on orders placed for certain materials from the Clearance Committee of the War Industries Board. Later, when all clearances were handled through the Office of the Director of Purchase, Storage and Traffic, this unit acted as a liaison agent between the Procurement

Division and Purchase, Storage and Traffic. Lieut. R. R. Lally was head of the Administration Branch from its organization until March 30, 1918, when he was relieved by Lieut. A. H. Estabrook. The latter was relieved in turn by Capt. (later Maj.) A. W. Fairchild, and Lieut. D. C. Noyes.

ADMINISTRATION DIVISION, ORDNANCE DEPARTMENT.

See *General Administrative Bureau, Ordnance Department.*

ADMINISTRATION, DIVISION OF, QUARTERMASTER GENERAL.

Created January 12, 1918, and abolished two weeks later. It functioned through the Control, Cemeterial, Chief Clerk, Personnel and Finance, and Accounts Branches. It was called General Administration Bureau on its reorganization.

ADMINISTRATION OF LABOR STANDARDS FOR ARMY CLOTHING, INDUSTRIAL RELATIONS BRANCH, QUARTERMASTER GENERAL.

See *Control of Labor Standards for Army Clothing, Board of.*

ADMINISTRATIVE BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Created June 14, 1918, with C. A. McCormick, chief. It had supervision over all branches of the division except procurement, working through four supervisors, Purchase, Production, Inspection, and Depot Relations, and two sections, Contracts and Office Service.

ADMINISTRATIVE BRANCH, DEPOT DIVISION, QUARTERMASTER GENERAL.

Created June 14, 1918, reporting to the Depot Division until August 15, 1918, and to the Operating Division from that date to October 28, 1918, when its duties were transferred to the Domestic Operations Division, Office of Director of Storage. Lieut. Col. George F. Perkins, chief.

ADMINISTRATIVE BRANCH, QUARTERMASTER SUPPLY CONTROL BUREAU, QUARTERMASTER GENERAL.

Organized January 26, 1918. Subordinate to it were the Methods, the Statistical, and the Central Office Service Sections. The names of these sections indicate the nature of the functions of the branch itself. It was abolished upon the reorganization of the Office of the Quartermaster General, April 16, 1918.

ADMINISTRATIVE BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of general administrative work in connection with the operation of the Machinery and Engineering Materials Division. It functioned through the Contract and Legal, Production, Statistics, Order and Requisition, and Office Service Sections. Lieut. Col. C. H. Crawford was chief, November 1, 1918, to December 4, 1918, succeeded by Maj. Howard Yost.

ADMINISTRATIVE BRANCH, MOTORS AND VEHICLES DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Established June 14, 1918. Prior to September 21, 1918, the Administrative Branch was subordinate to the Vehicles and Harness Division, Quartermaster General. It was at different times under the direction of Capt. J. M. Barr, Capt. S. B. Dean, and A. G. Drefs.

ADMINISTRATIVE BRANCH, RAW MATERIALS DIVISION, QUARTERMASTER GENERAL.

Organized January 18, 1918, as a part of the Fuel and Forage Division. Transferred to Raw Materials Division, October 28, 1918. This branch handled and coordinated all military matters and had charge of clerical force, compilation of information, statistics, and preparation of reports. Lieut. Col. W. E. Horton, chief until August 1, 1918; Maj. E. S. Bronson, to September 21, 1918; and Capt. E. R. Johnson, to November 11, 1918.

ADMINISTRATIVE DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

Created May 20, 1918, to handle all administrative problems, to carry out and supervise office work, and to have charge of commissioned, enlisted, and civilian personnel. It took over a part of the personnel and functions of the Administrative Division of the Signal Corps. On November 1, 1918, it functioned through the following departments: Advisory and Consulting, Program and Statistics, Administrative, Military Intelligence, Personnel, and Technical Information. Lieut. Col. R. M. Jones, chief.

ADMINISTRATIVE DIVISION, DIRECTOR OF FINANCE.

Created October 11, 1918, to have the responsibility for and authority over policies, preparation and distribution of orders, and regulations and interpretation of same, the receiving and distribution of correspondence, personnel, and making decisions in regard to mooted or disputed financial questions. It functioned through the following branches: Orders and Regulations, Communications, Executive, Personnel, and Office Service. H. N. Wiseman, chief.

ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

The Administrative Division of the United States Fuel Administration was organized in September, 1917, by G. W. Nasmyth. It was purely an office organization. In May, 1918, it was reorganized by Cyrus L. Garnsey, jr., who was appointed Assistant Fuel Administrator, and was divided into the Legal Bureau, Bureau of Production, Bureau of Prices, Bureau of State Organizations, Bureau of Conservation, Bureau of Traffic and Transportation, Bureau of Investigation, Bureau of Education, Mine Track Committee, and Business Office. The division had charge of the business office of the Fuel Administration, prices for operators, jobbers, and retailers, traffic and transportation matters, conservation, legal matters, education, production, and the work of the State Administrators. The bureaus were more or less separate and in some cases reported directly to the Fuel Administrator.

ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

In existence at the beginning of the war. It was abolished January 12, 1918, and its duties were transferred to the Division of Administration. It functioned through the following branches: Administration, Cemeterial, Mail, Records and Document Files, Personnel, Estimates, Office Personnel, Reserve Depots and National Defense, Contracts, Claims.

ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, to succeed the General Administrative Bureau. It was abolished October 28, 1918, and its duties were taken over by the General Administrative Division, Purchase and Storage. It functioned through the following branches: Administrative Control, Orders and Regulations, Telegraphic and Cable, Communications, Confidential Records, Messenger, Office Service, Methods, Mail and Records, Statistics, Training. Col. C. P. Daly, Maj. Ezra Davis, Maj. B. L. Frazier, successively served as chief.

ADMINISTRATIVE SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created January 21, 1919. This section had general supervision of the administrative work of the office of the Director of Sales, including Personnel, Mail, Records, Files, etc. Maj. C. S. Shaw, chief.

ADMINISTRATIVE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. This subdivision performed various administrative functions connected with the shipment of supplies to the American Expeditionary Forces, which involved a certain amount of coordination of the activities of the various subdivisions of the Overseas Distribution Division. It performed its functions through the Statistical and Records, Cable, Storage and Traffic, and Priority Clearance Branches. Capt. G. G. Fuller, chief.

ADMINISTRATIVE CONTROL BRANCH, GENERAL ADMINISTRATIVE DIVISION, PURCHASE AND STORAGE.

Created January 12, 1918, going through a series of reorganizations and change of name. It was finally transferred to Purchase and Storage, November 1, 1918. Capt. A. J. Chappell, chief.

ADMINISTRATIVE METHODS BRANCH, PERSONAL AND PLANNING STAFF, QUARTERMASTER GENERAL.

Established January 26, 1918, for the purpose of preparing plans and issuing orders looking to the development and perfection of the organization functioning under the Quartermaster General. The branch was abolished upon the reorganization of the office of the Quartermaster General April 16, 1918.

ADVERTISING COMMITTEE, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Created May 1, 1918. This committee drew up regulations with respect to advertising for the guidance of railroads under Federal

control. Certain forms were prescribed for time-tables, circulars, etc., while in the interests of economy certain kinds of advertising were prohibited altogether. A. L. Craig, chairman.

ADVERTISING, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created by Executive order January 20, 1918. This division organized the various advertising clubs and associations. Through its agency space was contributed by numerous periodicals and billboards and used to advertise the various loan and other campaigns directed by the Government. It was disbanded December 15, 1918. William H. Johns, director.

ADVERTISING SPECIALTIES WAR SERVICE COMMITTEE.

Appointed February 13, 1918, at the request of the United States Chamber of Commerce. It assisted the industry in securing contracts and in supplying the Government with commodities manufactured by the companies represented. Carroll H. Sudler, chairman.

ADVISORY COMMISSION, COUNCIL OF NATIONAL DEFENSE.

Appointed October 11, 1916, by the President on nomination of the Council of National Defense in accordance with the Army appropriation act approved August 29, 1916, consisting of the following seven members: Chairman, Daniel Willard, Transportation and Communication; Howard E. Coffin, Munitions, Manufacturing, and Industrial Relations; Julius Rosenwald, Supplies; Bernard M. Baruch, Raw Materials, Minerals, and Metals; Dr. Hollis Godfrey, Engineering and Education; Samuel Gompers, Labor, including conservation of health and welfare of workers; Dr. Franklin Martin, Medicine and Surgery, including general sanitation. No work seems to have been done by the commission until the breaking of diplomatic relations with Germany. Its preliminary organization was a division into seven committees, each headed by one of the commissioners, who were to call conferences of representatives of trades, business, and professions, who in turn were to be asked to organize committees to consider problems affecting national defense submitted to them by the council. By decision reached February 13, 1917, there were created the cooperative committees of industry of the Advisory Commission, most of them being subordinate to the chairmen of the Committees on Supplies and on Raw Materials, Minerals, and Metals. Immediately following the declaration of war and in succeeding weeks these committees or others of like composition were appointed subcommittees of the commission, forming what may be termed the subcommittee system. These committees, serving without pay, were composed of men prominent in their respective fields of industry, and their activities were (1) furnishing information regarding industrial resources, manufacturing capacities, means of increasing production, and of converting facilities; (2) assisting in accelerating service for the Government; (3) negotiating price agreements; and (4) distributing orders and awarding contracts. The increasing number of committees, more than 150, and the difficulties attending efficient coordination necessitated a reorganization in July, 1917, which gave the newly created War Industries Board an advisory function in coordinating purchases for the Army and Navy. The

interpretation of the Food Control Act of August 10, 1917, regarding contracts with firms in which committeemen were financially interested, brought about a wholesale resignation of men in the cooperative committees, although the final dissolution of these committees was not announced by the council until December 7, 1917. This brought about only a nominal change in relations, inasmuch as the dissolved committees were reestablished either in the War Industries Board or by the industries themselves through war service committees.

ADVISORY COMMITTEE TO THE DIRECTOR OF FINANCE, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

Creation of committee announced March, 1918. It advised the director of the division in matters pertaining to finance. Chairman, Franklin Q. Brown, assisted by two, later three, additional members.

ADVISORY COMMITTEE ON PLANTS AND MUNITIONS.

See *Plants and Munitions, War Industries Board.*

ADVISORY COUNCIL, WAR SERVICE EXECUTIVE COMMITTEE, CHAMBER OF COMMERCE OF THE UNITED STATES.

Organized January 3, 1919, and composed of the chairmen of all war service committees. It took up the matter of the disposal of surplus property and the settlement of contracts. Charles W. Asbury, chairman.

ADVISORY TAX BOARD, BUREAU OF INTERNAL REVENUE, TREASURY DEPARTMENT.

A board of six members, organized March 14, 1919, by authority of the revenue act of 1919, as a permanent advisory board in the Bureau of Internal Revenue. Its function is to assist in interpretation of the law and regulations, conduct hearings of taxpayers, and work out administrative principles. Five members have been appointed, the sixth position to be filled by temporary appointment of experts qualified with respect to specific matters under consideration. The membership is as follows: T. S. Adams (chairman), S. W. Cramer, F. J. Field, L. F. Speer, and J. E. Sterrett.

AERO CLUB OF AMERICA.

Founded in 1905. The club in connection with the aircraft program functioned through the following committees: Contests Committee, Alan R. Hawley, chairman; Military and Naval Aviation Committee, Brig. Gen. Cornelius Vanderbilt, chairman; Marine Flying Committee, Henry A. Wise Wood, chairman; Aeronautical Map and Landing Places Committee, Rear Admiral R. E. Peary, chairman; Public Safety Committee, Gen. Theodore A. Bingham, chairman; Dirigible and Kite Balloon Committee, Henry Woodhouse, chairman; Foreign Relations Committee, Rear Admiral Bradley Fiske, chairman; Foreign Service Committee, W. G. Sharpe, chairman; Spherical Balloon Committee, George M. Myers, chairman; Committee on Trans-Atlantic Flight, Henry A. Wise Wood, chairman. Alan R. Hawley was president of the Aero Club during the period of the war.

AEROLOGICAL DIVISION, UNITED STATES WEATHER BUREAU, DEPARTMENT OF AGRICULTURE.

One of the permanent organizations of the Weather Bureau, continuing its normal activities during the war. It was able to give much practical assistance in the solution of certain technical problems connected with the development of artillery and aviation. Stations were established in various parts of the United States for taking observations by means of kites, balloons, airplanes, etc. Bulletins of existing and prospective conditions were distributed from time to time. Special kite flights were conducted in searchlight beams, as an aid to artillerists in detecting moving objects in the air. Willis R. Gregg, chief.

AERONAUTICAL COMMISSION.

A joint Army and Navy board, sent abroad June 17, 1917. The commission sent from Paris, August 15, 1917, a report upon the American production program. Maj. R. C. Bolling, chairman.

AERONAUTICAL DIVISION, SIGNAL CORPS, WAR DEPARTMENT.

See *Air Division, Signal Corps, War Department.*

AERONAUTICS, DIVISION OF; BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

Established June 1, 1917. This division supervised the design, supply, and maintenance of power plants and their attachments in all naval aircraft. Commander A. K. Adams, chief.

AERONAUTICS, NATIONAL ADVISORY COMMITTEE FOR.

A body of scientists created by Act of March 3, 1915, to direct research, study problems of flight, and make a report to Congress. The members of the committee were appointed by the President and included representatives from the War and Navy Departments, as well as from the Treasury, Agriculture, and Commerce Departments. Four technical members were appointed from without the Government service. The committee acted as a clearing house for aeronautic inventions, examining about 7,000 in 1918 alone. It established and maintained a special laboratory at Langley Field. Many technical aspects of aeronautics were investigated, and special attention was given to the development of aircraft for miltary purposes. Previous to the war the committee took a census of the production facilities of manufacturers of aircraft and aeronautic engines. Upon its advice the Aircraft Production Board was established. Close touch was maintained with the Signal Corps, the Bureau of Standards, and the agencies interested in aircraft production. W. T. Durand, chairman.

AGENCIES, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The cumulative extension of the task of operating the Shipping Board vessels necessitated the gradual establishment of a chain of branch offices of the Division of Operations at various ports. These offices, called respectively assistant directorships, managing agencies,

general agencies, agencies, and subagencies, served to span the distance between the main office of the division and the working field. The assistant directorship and managing agencies were at New York, Boston, and San Francisco. The general agency covered ports where an organization was maintained for husbanding ships, such as Norfolk, Baltimore, Philadelphia, Cleveland, and New Orleans; the agency dealt only with general matters in less important ports as Portland, Me., and Tampa, Fla.; and the subagency was maintained in ports where none of the other agencies was necessary, but where permanent representation was desirable. The subagent was appointed by the managing agent, the general agent, or the agent of his district.

AGRICULTURAL ADVISORY COMMITTEE.

Appointed by Secretary of Agriculture and United States Food Administrator in March, 1918, to represent agricultural and live stock interests in the United States. It was first assembled March 28, 1918, in Washington. The functions of the committee were to keep Government agencies in touch with production and food problems throughout the Nation, and to keep the people informed of the action and function of Government agencies. The committee closed its activities March 1, 1919. Henry C. Stuart, chairman.

AGRICULTURAL SECTION, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Created July 10, 1918. The Agricultural Section directed its attention to the transportation needs of the country's agricultural interests. For the more effective conduct of this work, two general committees were organized, a standing committee for the South, and a standing committee for the North and West. Through these, State subcommittees were formed, whose duty it was to assist in carrying out the policy of the section by cooperating with one another and with the appropriate Federal, State, and county authorities. J. L. Edwards, manager.

AGRICULTURAL IMPLEMENTS, VEHICLES, AND WOOD PRODUCTS SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Formed October 17, 1917, to cooperate with the makers and users of agricultural implements and vehicles, because of the 25 per cent reduction by the War Industries Board of iron and steel available to the industry and the need at the same time for increased production of food and lumber. E. E. Parsonage, chief.

AGRICULTURE, DEPARTMENT OF.

An executive department under the Secretary of Agriculture. During the war it conducted numerous investigations relating to agricultural products with a view to increasing production, avoiding wastes, and providing substitutes for articles not readily available. The investigations included such matters as technical chemical problems, questions relating to the uses and location of various types of timber, studies of plant life, insect pests, and diseases of animals. Of great importance were the food surveys, provided for under the

Food Production Act of August 10, 1917, to ascertain the quantities of food, food materials, and feed in the country. The department furnished advice and information in regard to these matters as well as in regard to certain other problems concerning which its existing organization enabled it to be of service. Among these things may be mentioned its advice in regard to weather conditions in connection with the location of camps and in regard to meteorological conditions for the development of military aeronautics. Its experts were also of assistance in the construction of roads at camps and cantonments, and at various housing projects carried out during the war. Various special administrative functions were undertaken by the department during the war. It administered the issuance of licenses for stockyards, slaughterers, and renderers, for manufacturers and distributors of farm equipment, and for manufacturers of fertilizer. It also had charge of the granting of seed grain loans to farmers in the drought-stricken regions of the Southeast. In this connection might be mentioned the inspection of meats and dairy products for the War and Navy Departments, and the food products inspection services maintained at large central markets. The department carried on an active campaign through leaflets, circulars, bulletins, posters, placards, and motion pictures for the stimulation of the output of agricultural products and the conservation of foodstuffs. It cooperated with the Department of Labor and State agencies in supplying farm labor. Most of the war work of the department was carried on through its regular bureaus or offices and extensions within them. A more detailed account of these activities of the department will be found in the articles on the following: Forest Service, Chemistry, Weather, Markets, Plant Industry, Crop Estimates, Entomology, Biological Survey, Farm Management, States Relations Service, Public Roads, Soils, Animal Industry, and Publications Bureaus; the Office of Farm Equipment Control, and the Office of Fertilizer Control. David Franklin Houston, Secretary of Agriculture during the war.

AGRICULTURE, BOTANY, FORESTRY, ZOOLOGY, AND FISHERIES DIVISION, NATIONAL RESEARCH COUNCIL.

Under Vernon Kellogg, chairman, this division worked through six committees: Agriculture, A. F. Woods, chairman; Botany, J. M. Coulter, chairman; Botanical Raw Products, E. M. East, chairman; Zoology, C. E. McClung, chairman; Fisheries, H. F. Moore, representative; Forestry, R. Zon, I. W. Bailey, representatives; three special committees: Fibers, E. M. East, chairman; Protein Metabolism in Animal Feeding, H. P. Armsby, chairman; Physiological Salt Requirements of Certain Cultivated Plants, B. E. Livingston, chairman; and a Special Joint Committee on Fertilizer Investigations, A. F. Woods, chairman.

AIR DIVISION, SIGNAL CORPS, WAR DEPARTMENT.

A division of the Signal Corps which existed prior to the war, then known as Aeronautical Division. This division had charge of all matters in regard to aviation at the declaration of war, including construction, engineering, experiments, training, and personnel. As

the work of the division was increased by the large aviation program, it lost part of the functions by the creation of the following new divisions in the Signal Corps: Construction Division, established May 21, 1917; Aircraft Engineering Division, May 24, 1917; Equipment Division, August 2, 1917. By this time operation, training, and personnel had reached such importance that the air division was concerned only with these matters. This division had charge of the establishment of flying fields, the enlistment and training of personnel in ground schools, engineering schools, supply schools, and flying schools. These activities were continued until May 20, 1918, when the Department of Military Aeronautics was established by Executive order to have these matters in charge. Lieut. Col. J. B. Bennett, Brig. Gen. B. D. Foulois, Col. L. C. Brown, successively acted as chief of this division.

AIR SERVICE, WAR DEPARTMENT.

John D. Ryan, Second Assistant Secretary of War, was on August 28, 1918, named Director of Air Service and was made responsible for procuring and furnishing to the army in the field the matériel and personnel required for the Air Service. To that end, he was directed to exercise such supervision, control and direction as was necessary over the Bureau of Aircraft Production and the Bureau of Military Aeronautics, which, as separate agencies, had been responsible respectively for the production of aircraft and the training of personnel. On December 21, 1918, Maj. Gen. C. T. Menoher was appointed Director of the Air Service to succeed Mr. Ryan.

AIR NITRATES CORPORATION, AMERICAN CYANAMID CO.

Organized by the Cyanamid Co. to act as agent of the Government for construction and operation of a plant at Muscle Shoals, Ala., using the cyanamid process to produce nitrogen. Not much work was done because on October 22, 1918, the Ordnance Department announced a temporary suspension of work on the water power plant on the Tennessee River upon representation of the War Industries Board that power would not be obtainable under four or five years. Nitrate of soda was beginning to be produced at Muscle Shoals at the time of the signing of the armistice.

AIRCRAFT BOARD.

Created by act of Congress, approved October 1, 1917, for the purpose of directing and supervising, in accordance with the requirements of the War and Navy Departments, the purchase, production and manufacture of aircraft and aircraft accessories. It was composed of nine members, including the Chief Signal Officer of the Army and two additional Army officers, the chief of the Bureau of Construction of the Navy, two additional officers of the Navy, and three civilians. The board took over the work of the Aircraft Production Board, which was discontinued. It made recommendations as to contracts and their distribution, but contracts were made only upon the authority of the War and Navy Departments. In February, 1918, the Acting Judge Advocate General rendered an opinion to the effect that the board might perform only advisory or

recommendatory functions. The Chief Signal Officer thereupon issued an order, approved by the Secretary of War and the Secretary of the Navy, defining the duties of the Aircraft Board. Thereafter the board served as a clearing house for proposals covering the aircraft program, emanating from various sources. Howard E. Coffin, chairman, was succeeded in April, 1918, by John D. Ryan.

AIRCRAFT BOARD, JOINT ARMY AND NAVY TECHNICAL.

Organized in May, 1917. This board was composed of three officers from the Army and three from the Navy, reporting to the Secretary of the Army and the Secretary of the Navy, respectively. It was formed in order to standardize, so far as possible, the design and specifications of aircraft. The board made recommendations from time to time in connection with the aircraft program, serving in an advisory capacity only.

AIRCRAFT DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

This division had charge of all matters under the jurisdiction of the bureau pertaining to aeronautics, with the exception of aeronautic bases, which were in charge of the Shore Establishment Division, and shipboard appliances for handling aircraft, which were handled by the Design and Maintenance Divisions. The work of the Aircraft Division included the design and construction of aircraft, the maintenance in service, intelligence work in connection with aeronautics, and the bureau's part in the work of the Joint Army and Navy Aircraft Board. Commander J. C. Hunsaker, chief.

AIRCRAFT PROCUREMENT DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

Created May 20, 1918, taking over the duties of the Purchase and Storage Department of the Equipment Division of the Signal Corps. It had charge of the purchase of all matériel and accessories to aircraft, including aviators' clothing, hardwood and plywood, fabrics, castor oil, tools, radio and photographic material, propellers, engine accessories, and spare parts. The storage and transportation of this matériel was one of the functions of this division. It functioned through the Purchasing, Executive, Storage and Traffic, and Contract Departments. J. G. Fletcher, chief.

AIRCRAFT PRODUCTION BOARD.

Established pursuant to a resolution passed by the Council of National Defense on May 16, 1917. This action was taken in accordance with a recommendation of the National Advisory Committee for Aeronautics. It included four civilian members, together with the Chief Signal Officer of the Army and the Chief of the Bureau of Construction of the Navy. The board served in an advisory capacity, confining its attention mainly to the nonmilitary and industrial phases of the situation. The program undertaken involved (1) quantity production of aircraft, and (2) the establishment of schools and training fields. Facilities for the manufacture of aircraft were thoroughly investigated and every effort was made to bring about standardization in design and manufacture. The board worked in close cooperation with aeronautic engineers and a commission was

sent abroad to study various phases of the problem. Numerous contracts for airplanes and engines were placed upon recommendation of the board. Its work became of less importance after the organization of the Equipment Division of the Aviation Section of the Signal Corps in August, 1917. The Aircraft Production Board was superseded by the Aircraft Board, created by act of October 1, 1917. Howard E. Coffin, chairman.

AIRCRAFT PRODUCTION, BUREAU OF; WAR DEPARTMENT.

An independent War Department bureau which was created by Executive order May 20, 1918, to take over the responsibility for the planning and construction of all War Department aircraft equipment, including engines, planes, ordnance, instruments, and supplies. The bureau succeeded to the function hitherto exercised by the Signal Corps of the Army through its Supply, Science and Research, and Equipment Divisions. The order divided the field of aviation into the division of production and operation and created the Bureau of Aircraft Production and Department of Military Aeronautics, the latter succeeding to the control of aircraft maintenance and operation hitherto administered by the Air Division of the Signal Corps. The bureau, after progressive changes and developments in organization, was operating in November, 1918, through the following divisions: Airplane Engineering, Production, Procurement, Finance, and Spruce Production. John D. Ryan was director of the bureau as well as of the Air Service. Maj. Gen. C. T. Menoher was appointed director of the Air Service on December 21, 1918.

AIRPLANE ENGINEERING DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

Formed August 21, 1918, by the combination of the Airplane Engineering and the Production Engineering Departments. This work had been carried on by the Airplane Engineering Department of the Equipment Division of the Signal Corps and was transferred to Aircraft Production, May 20, 1918. It had charge of the Science and Research Department, of the experimental engineering at McCook Field, production engineering at Dayton, Ohio, and experimental engineering at Langley Field. C. W. Nash was in charge of this work, acting as assistant to the Director of Aircraft Production in charge of Engineering and Production. Lieut. Col. J. G. Vincent, chief.

ALABAMA AND MISSISSIPPI EMERGENCY BUREAU.

Created November 15, 1917, and became associated with the Director of Lumber, War Industries Board, December 10, 1917. The function of the bureau was to facilitate the purchase and delivery of the southern yellow-pine lumber required by the Government. The membership of the bureau comprised about 250 sawmills, whose entire output was pledged for Government use. H. B. Wood, manager.

ALCOHOL, COOPERATIVE COMMITTEE ON; COMMITTEE ON SUPPLIES, COUNCIL OF NATIONAL DEFENSE.

Appointed by Bernard Baruch, chairman of the Committee on Raw Materials, Metals, and Minerals, April 24, 1917, representing

the manufacturers of alcohol using sugar-cane molasses and corn and beet sugar as a basis for alcohol. The committee made a census of alcohol production and the conversion of the product to governmental uses. The committee was dissolved November 13, 1917. Horatio S. Rubens, chairman.

ALIEN PROPERTY CUSTODIAN.

The office of Alien Property Custodian was created by the Trading With the Enemy Act of October 6, 1917, and came into existence with the appointment of the Custodian by the President on October 22, 1917. The function of the Custodian, as authorized in the original act, amendments to the act, and various presidential proclamations and Executive orders, was to discover, take over, administer, and dispose of property in the United States, and its possessions owned by enemies or allies of enemies. The primary purpose was to remove all possibility of enemy control of property in the United States for enemy benefit, whether by securing the proceeds of sale or operation or by injuring war production through sabotage or retardation of output. The test of liability to seizure was not the citizenship or nationality status of the owner, but rather the status of ownership with respect to possibilities of enemy control. The property of enemy aliens interned, of persons residing in enemy countries, or territory occupied by the enemy, regardless of citizenship, and of persons outside the United States doing business within enemy territory was taken over. Under the authority granted by statute and Executive order the custodian organized the office, and through its bureau of investigation, working in cooperation with other Government agencies, discovered a large volume and a wide variety of enemy-property interests. Property taken over was administered by the custodian essentially after the manner of a common-law trust. In the majority of cases the property has been administered as business property. In other cases the property has been sold outright to private or public purchasers in the United States. By statutory requirement all proceeds of sale or operation were turned into the Treasurer of the United States and invested in Liberty bonds. To February 15, 1919, more than 35,000 reports of enemy ownership had been received and property had been taken over in more than 32,000 cases. The value of such items as had been inventoried aggregated more than $500,000,000, with those awaiting valuation, probably amounting to $200,000,000, additional. More than $100,000,000 in cash and Liberty bonds had been credited to the account of the Treasury. The eventual adjustment of the claims of the former owners to rights in the property and its proceeds is a matter for congressional action. The Alien Property Custodian during the war period was A. Mitchell Palmer. He was succeeded on March 4, 1919, by Francis P. Garvan. Executive assistants in the administration of the office were as follows: J. L. Davis, managing director; N. B. Dreher, F. P. Garvan, F. J. Horne, H. A. Dunn, J. F. Guffey, L. C. Bradley, and Mansfield Ferry.

ALIMENTARY PASTE WAR SERVICE COMMITTEE.

Organized by the National Association of Macaroni and Noodle Manufacturers under direction of the Food Administration in Sep-

tember, 1918. The committee represented manufacturers of macaroni and noodles and cooperated with the United States Food Administration in carrying out the restrictions placed on the industry and in informing foreign-speaking manufacturers of the license regulations and the rules relative to the amount of wheat flour that could be used. James T. Williams, chairman.

ALKALI SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Formed with T. D. Pennock, chairman, becoming Alkali Committee of the Chemical Alliance (Inc.) after the dissolution of the Chemicals Cooperative Committee in November, 1917.

ALKALI AND CHLORINE SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed April 15, 1918, as a new section in the Chemicals and Explosives Division, to consolidate the work previously done by the division and by the Alkali Section of the Chemical Alliance (Inc.), in view of the threatened shortage of caustic soda and chlorine. The section allocated its commodities, maintained supply, and stimulated new capacity. In addition to commodities named, the section had jurisdiction over soda ash, potash, chemical lime and salt, and chlorine compounds. It was discontinued December 31, 1918. H. G. Carrell, chief.

ALLEGHENY REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created June 1, 1918, principally from territory formerly included in the Eastern Region. It comprised lines located chiefly in the State of Pennsylvania, and the northern part of West Virginia, certain lines in Maryland and New Jersey, and it also included the Long Island lines as an extension of the Pennsylvania road east of Pittsburgh. Among the more important individual lines were the Baltimore & Ohio and the Pennsylvania lines east of the Ohio River; the Bessemer & Lake Erie; the Central of New Jersey; the New York, Philadelphia & Norfolk; the Philadelphia & Reading; and the Western Maryland. On December 1, 1918, the following roads were detached from the Eastern and added to the Allegheny Region: Pennsylvania lines west of Erie and Pittsburgh; Baltimore & Ohio west of Parkersburg and Pittsburgh; and certain less important roads. Other changes were made from time to time. C. H. Markham, president of the Illinois Central Railroad, was regional director, with headquarters at Philadelphia. On September 30, 1918, E. J. Henry became supervisor of rail and lake traffic, with jurisdiction over the Lehigh Valley transportation line and the interchange of traffic between the lake lines and the Railroad Administration at eastern lake ports.

ALLIED.

See also *Inter-Allied.*

ALLIED INDUSTRIES CORPORATION.

Formed by 44 American firms, March 15, 1918, with Alfred I. du Pont, president. It was proposed to establish markets in Africa,

Asia, Europe, Australasia, and North and South America, where it was planned to introduce the goods of these manufacturers. The organization was affiliated with the French-American Construction Corporation. The corporation functioned through three divisions: Domestic Sales, Export, and Import.

ALLIED MARITIME TRANSPORT COUNCIL.

Created by the allied conference at Paris, November 20–December 3, 1917, and seated in London as representative of the Supreme War Council. Its permanent organization was completed March 11, 1918. Its purpose was to supervise the general conduct of allied transport, and to obtain the most effective use of tonnage, while leaving each nation responsible for the management of the tonnage under its control. The council was served by four statistical sections, French, Italian, American, and British, and acted as a clearance body for the Inter-Allied Food and Munitions Councils. It received American data from the Division of Planning and Statistics of the Shipping Board, and its policies guided the Shipping Control Committee and the Chartering Committee. Following the armistice the Supreme Council of Supply and Relief took over certain of the functions of tonnage in connection with relief work and the use of German ships, and upon the organization of the Paris Peace Conference its remaining functions were taken over by the Supreme Economic Council. American representative, Raymond B. Stevens.

ALLIED NAVAL COUNCIL.

Created November 29 and 30, 1917, at the Allied Naval Conference in Paris, "in order to insure the closest touch and complete cooperation between the allied fleets." The membership included the allied ministers of marine and their chiefs of naval staffs, and flag officers to represent the United States and Japan.

ALLIED PROVISIONS EXPORT COMMISSION.

The purchasing agency of the Inter-Allied Meats and Fats Executive, London, which in the reorganization of September, 1918, became a subagency of the Inter-Allied Food Council. It purchased all foodstuffs other than sugar and cereals, in the United States or Canada, for Great Britain, France, and Italy, in cooperation with the Division of Coordination of Purchase of the United States Food Administration which was created for this purpose. The Wheat Export Co. had charge of the purchase and export of all grain for the commission. It was dissolved early in 1919. Owen H. Smith, chairman.

ALLIED (OR ALLIES) PURCHASING COMMISSION.

See *Purchasing Commission.*

ALLIED RELATIONS SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. It was charged with the duty of maintaining relations and conducting negotiations with representatives of the allied governments in matters pertaining to supplies.

It also supervised the compilation and maintenance of accounts pertaining thereto. After February 28, 1918, the section was known as the Foreign Relations Section, its duties having been enlarged to include dealings with all foreign as well as allied governments. Lieut. Col. F. C. Weems was originally chief of the section, being followed by Lieut. Col. E. P. Pierson.

ALLOTMENT AND DISTRIBUTION OF NAVY FUEL SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section which arranged for the allotment of the Navy's fuel supply among the various producers and secured an adequate supply for all purposes. Ensign J. M. Sitler, chief, succeeded by O. M. Ellsworth.

ALLOTMENT AND WAR RISK INSURANCE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

Created as a section of the Disbursing Division October, 1917, and in 1918 organized as a separate division. Close cooperation was maintained with the Bureau of War Risk Insurance, officers being instructed in allotments and insurance and then sent out to the fleet and to Navy stations. The division functioned through the Allotment Section and a War Risk Allotment and Insurance Section.

ALLOYS, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Appointed April 26, 1917, by a meeting of leading steel manufacturers, and in May became a subcommittee of the Cooperative Committee on Steel of the Council of National Defense. It had charge of the importing and production of ferro-manganese. In September, 1917, it became a subcommittee of the American Iron and Steel Institute (Inc.). James A. Farrell, chairman.

ALUMINUM, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Formed at the same time as the Committee on Brass, April 7, 1917, at the request of B. M. Baruch, to bring expert information to the Raw Materials Committee of the Advisory Commission. Aluminum was controlled by price fixing after March 5, 1918. Arthur V. Davis, chairman.

ALUMINUM, SMELTERS OF SECONDARY; WAR SERVICE ASSOCIATION.

Organized September 26, 1918, to include all firms and corporations engaged in the smelting and refining of scrap aluminum. It was to cooperate with the War Industries Board, and to provide a way, if possible, for the distribution of raw materials to members in case such were offered by the Government, with the intention of preventing an unnecessary disturbance of market conditions; to study means of conservation of raw materials; and to eliminate nonessentials during such period as this Government might be at war. B. W. Randolph, president.

AMERICAN ALLIANCE FOR LABOR AND DEMOCRACY.

Organized for the purpose of fostering among the workingmen of this country a patriotic spirit of support of the Government during the war. Its inception was occasioned by the antiwar activities of certain organizations such as the People's Council and the Workingmen's Council. A local organization was first formed in New York City on June 29, 1917, under the auspices of the Central Federated Union of that city following an address by Samuel Gompers. The activities of the alliance quickly spread to other cities and on September 5 a national conference was begun at Minneapolis. Declarations were adopted affirming the loyal support of labor in the prosecution of the war, pledging to the Russian democracy under Kerensky the support of American labor, and indorsing the right of self-determination for small nationalities. These proceedings were indorsed by the American Federation of Labor at its convention in November, 1917. Samuel Gompers, president of the American Federation of Labor, was also president of the American Alliance for Labor and Democracy.

AMERICAN AUTOMOBILE ASSOCIATION.

During the war the association cooperated with the War Department in the securing of men for the Motor Transport Corps, supplied road maps, and assisted the American National Red Cross in securing drivers for ambulances in France. David Jameson, president.

AMERICAN BANKERS' ASSOCIATION.

A private organization representing the entire banking interests of the country. By its cooperation with the financial officers of the Government it made itself a definite agency in the prosecution of the war, especially in the sale of Liberty bonds, the financing of war industries, the restriction of capital expenditures, and the control of foreign exchange.

AMERICAN BAR ASSOCIATION, SPECIAL COMMITTEE FOR WAR SERVICE.

This committee began its work in Washington in January, 1918. According to the request of the President it worked in close cooperation with the Employment Service of the Department of Labor. Starting as a clearing house for the registration and placement of lawyers for Government service, it supplied lawyers to various Government departments and war organizations in Washington, and furnished the names of lawyers for work outside of Washington; for instance, to assist district attorneys in cases of necessity and to aid the Commission on Training Camp Activities in the enforcement of law and in the maintenance of proper conditions in the neighborhood of camps. Most of the work outside of Washington was volunteer. It also supplied lawyers for various kinds of work overseas. The committee cooperated with the Attorney General in the coordination of the legal work of Government departments and organizations, and with the Alien Property Custodian in obtaining the assistance of lawyers throughout the country to uncover German-owned property. It assisted in drafting a bill, which afterwards became a law,

for the purpose of restricting fees of agents and attorneys seeking to collect claims under the War Risk Insurance Act. The War Department relied upon the committee to handle correspondence of soldiers and sailors and other dependents where their rights were assailed in violation of the Soldiers' and Sailors' Civil Relief Act. John Lowell, chairman.

AMERICAN COMMITTEE FOR ARMENIAN AND SYRIAN RELIEF.

This committee provided necessities of life for two and a half million starving people in the Eastern War Zone, relief being transmitted in the form of credit through the War Trade Board and in cooperation with the Department of State. Food was purchased in the countries where the relief was distributed and the distribution was made by American missionaries, physicians, and teachers already in the field. James L. Barton, chairman.

AMERICAN DIAMOND COMMITTEE (INC.).

Organized by the War Trade Board to assist its Bureau of Imports in its supervision over the importation and distribution of polished and rough diamonds, industrial diamonds, diamond dies, and tools set with diamonds. Similar functions were performed in connection with platinum metals until these were commandeered by the War Industries Board. The committee supplied information to the Bureau of War Trade Intelligence concerning the nationality of consignees and their enemy affiliations, and also cooperated with the Naval Censor. R. B. Monroe, president.

AMERICAN PROTECTIVE LEAGUE.

A citizens' organization formed March 22, 1917, as an auxiliary to the Department of Justice. At the signing of the armistice it had 250,000 members, and branch organizations in all important towns or cities. Its members gave free and voluntary service in uncovering enemy activity, disloyalty, draft evasion, and other illegal activities, and were stated to have conducted upwards of 3,000,000 investigations.

AMERICAN RAILROAD ASSOCIATION.

See *Railway Association, American.*

AMERICAN RELIEF ADMINISTRATION.

Herbert Hoover was appointed director general of the American Relief Administration March 1, 1919, by President Wilson under the power granted by the Relief Act approved February 24, 1919. This administration was the spending agency of the fund provided by Congress and was under the joint direction of Edgar Rickard and Theodore Whitmarsh in the United States. Herbert Hoover as Director of the Supreme Council of Supply and Relief was in charge of the distribution of foodstuffs in Europe.

AMERICANIZATION COMMITTEES, STATE COUNCILS OF DEFENSE.

Recommended to be appointed February 12, 1918, by the Council of National Defense acting through its State Councils Section. The

State councils and the State divisions of the Woman's Committee were urged to create State and county committees for the Americanization of aliens to cooperate with the Federal Bureau of Naturalization and Immigrant Education Division, Bureau of Education.

AMERICANIZATION DIVISION, BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

Organized September, 1918, to consolidate the Americanization work of the Bureau of Education, including the divisions of Immigrant Education and War Work Extension. Its functions were to coordinate national forces working for the assimilation or Americanization of the foreign-born, and to assist in organizing States and communities for the task. It worked in cooperation with the Bureau of Naturalization, Department of Labor, confining its activities to the period before aliens declared their intentions to become citizens. It issued a monthly periodical, Americanization. Fred C. Butler, director.

AMERICANIZATION SECTION, FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Organized October 1, 1918. It had charge of the dissemination of educational information, taking over the propaganda work formerly handled by the Woman's Committee of the council. Special attention was paid to the problems of Americanization. Mrs. Martha Evans Martin, head of section.

AMERICANIZATION, NATIONAL COMMITTEE OF 100 ON.

Appointed September, 1916, by the Commissioner of Education to act as an advisory body and representative council for the purpose of teaching the English language and patriotic ideals to the non-English-speaking residents of the United States. H. H. Wheaton, chairman of the executive committee, was also chief of the Immigrant Education Division of the Bureau of Education.

AMMONIA CONTROL INTERDEPARTMENTAL COMMITTEE.

Appointed by the Secretary of Agriculture in January, 1918, when the importation, manufacture, storage, and distribution of ammonia was licensed by presidential proclamation. The committee was composed of representatives of the Departments of Agriculture, Interior, War, and Navy, United States Food Administration, and the Council of National Defense. It considered relative needs and determined all important allocations, acting as an advisory board to the Ammonia and Ice Section of the United States Food Administration. Charles W. Merrill, chairman.

AMMONIA AND ICE SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

Organized as the Division of Chemicals in November, 1917, having control of ammonia, arsenic, and other chemicals. Ice was taken under jurisdiction in April, 1918. The name of the Chemicals Division was changed to Division of Collateral Commodities May 14, 1918. The work of the division was divided October 15, 1918, and the Ammonia and Ice Section created under W. H. Campbell. The

production of ammonia was stimulated, and a sufficient supply secured for the use of the Ordnance Department. Campaigns were waged for the conservation of ammonia by the elimination of hoarding and the harvesting of natural ice to save artificial ice. The ice problem was handled as a local one largely through the State food administrators. Charles W. Merrill was head of the division.

AMMONIA WAR SERVICE COMMITTEE.

Organized by the Division of Collateral Commodities of the United States Food Administration, September 17, 1917, to represent the manufacturers of anhydrous and aqua ammonia. C. L. Whittemore, chairman, succeeded January 31, 1919, by Dr. Dannenbaum.

AMMUNITION SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created January 14, 1918, to supervise and regulate the production of artillery, ammunition, shells and shrapnel, fuze and primers, hand and rifle grenades, and drop bombs. Lieut. Col. H. B. Hunt, chief.

ANIMAL HUSBANDRY DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division which carried on during the war active propaganda in the production of pork, poultry, beef, mutton, and wool in cooperation with the States Relations Service and agricultural colleges. The division cooperated also with the War Department in providing for the breeding of mares in connection with war activities. It received assistance in extending its activities from the Cattle Raisers' Association of Texas, the American Poultry Association, the National Swine Growers' Association, the National Wool Growers' Association, the Southern Settlement and Development Organization, and affiliated bodies. As a result of the propaganda of this division the number of hogs increased from 67,503,000 on January 1, 1917, to 75,587,000 on January 1, 1919. The principal emergency work of the division in beef production was in rendering assistance in the movement of cattle out of the drought-stricken regions of Texas and other Southwestern States and the corn belt in the summers of 1917 and 1918. Emergency work in sheep and wool production consisted in the addition of specialists to the extension divisions of the agricultural colleges to give expert advice in sheep raising. The wool clip of 1918 exceeded that of 1917 by 12,000,000 pounds. George M. Rommel, chief.

ANIMAL INDUSTRY, BUREAU OF; DEPARTMENT OF AGRICULTURE.

A permanent bureau, created by act of Congress approved May 29, 1884. During the war many of the trained members of the bureau served directly with the various military branches of the Government, especially as veterinarians. The most important work of the bureau in connection with the war, however, consisted in the readjustment of its organization and the speeding up of its activities for the accomplishment of quick results essential to the proper support of the battle lines. Its activities in connection with the war included the inspection of meats and dairy products for the War

and Navy Departments; propaganda to encourage the production of pork, poultry, beef, mutton, and wool; campaigns for the eradication of cattle tick, hog cholera, and tuberculosis among live stock; investigations of animal parasites; inspection of veterinary biological products; enforcement of quarantine regulations for the exclusion of contagion from abroad; and, in general, war on all animal diseases caused by germs or poisonous plants. The work of the bureau was thus of decided importance in the conservation of food and the encouragement of its production. Its functions were performed principally through the following divisions: Meat Inspection, Animal Husbandry, Dairy, Field Inspection, Biochemic, Tick Eradication, Zoological, Hog Cholera Control, Virus-Serum Control, Tuberculosis Eradication, Pathological, and Quarantine. A. D. Melvin, chief of bureau to December 7, 1917; J. R. Mohler, after December 10, 1917.

ANIMAL ISSUE AND INSPECTION BRANCH, REMOUNT DIVISION, QUARTERMASTER GENERAL.

This branch had charge of requisitions for animals and issues to organizations and of the inspection of permanent remount, auxiliary remount, and animal embarkation depots. It supervised and coordinated shipments of animals both in the United States and overseas. The branch was incorporated in the Animal Purchase, Issue, and Sales Branch of the Remount Division on December 12, 1918. Officers in charge of inspection: Col. Matt C. Bristol, November 14, 1917, to April 22, 1918; Lieut. Col. Joseph F. Taulber, November 9, 1918. Officer in charge of domestic and overseas issues from December 12, 1917, to May, 1918, Maj. H. Lawrence Armour.

ANIMAL PURCHASING BRANCH, REMOUNT DIVISION, QUARTERMASTER GENERAL.

This branch had charge of all matters relating to the purchase of horses and mules and their shipment to remount depots. It cooperated with the Department of Agriculture in the breeding of suitable horses for the military service. In May, 1918, it was taken over by the Animal Purchasing and Issue Branch of the Remount Division, which branch in turn was succeeded by the Animal Purchase, Issue, and Sales Branch on December 12, 1918. Lieut. Col. R. H. Williams, jr., was assigned to the Remount Division in charge of the Animal Purchasing Branch on October 24, 1917, followed by Maj. Robert E. Strawbridge February 7, 1918. Maj. Hayden W. Wagner was placed in charge of the Animal Purchase and Issue Branch on November 9, 1918.

ANTHRACITE, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

A. S. Learoyd was appointed October 26, 1917, to take charge of the distribution of anthracite under the Division of Apportionment and Distribution. The bureau had charge of allotment of anthracite coal to the States, supervision of shipments and increases of tonnage to dealers not receiving a fair share, issuance of permits for the use of domestic sizes of anthracite by industries, and the restriction of its use to those concerns whose processes absolutely required it.

ANTHRACITE COMMITTEE, DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized March 5, 1918, for the purpose of apportioning and distributing domestic anthracite coal to the retail dealers of the country, having the same duties as district representatives in the bituminous fields. The work of this committee was to confer with State fuel administrators in regard to needs of the various States and to meet these requirements as far as possible. Increased production was urged and the committee worked to provide at all times an adequate car supply. The committee, which had an office at 437 Chestnut Street, Philadelphia, Pa., was composed of J. B. Dickson, S. D. Warriner, and W. J. Richards.

APPALACHIAN PRODUCTION (WESTERN DIVISION), ADVISORY COMMITTEE ON; NATIONAL PETROLEUM WAR SERVICE COMMITTEE.

The committee was appointed in April, 1918, by the National Petroleum War Service Committee, relative to production in Illinois, Indiana, Ohio, and Michigan. The first meeting was held May 13, 1918. It acted as the point of contact between the producers and the Oil Division of the Fuel Administration. Its main function was to furnish the maximum amount of petroleum supplies for our own forces and those of the Allies and it arranged for the delivery of additional quantities of crude oil to the eastern refineries.

APPEAL AGENTS, GOVERNMENT, PROVOST MARSHAL GENERAL.

In order to safeguard the interests of the Government under the selective service act, it was necessary to provide some method of appeal from the decisions of the local boards in cases involving claims for exemption, where the decision was contrary to the Government interest. Hence provision was made for the automatic appeal of all cases of discharge on account of dependency, and for discretionary authority of appeal in other cases. The governors of the various States appointed persons to act as representatives of the Government in hearing these appeals. County and city attorneys were in most cases appointed. Later, under the Selective Service Regulations of December 15, 1917, the governors of the various States were authorized to designate for each local board one or more persons to take appeals on behalf of the United States. In all, 4,679 such agents were appointed. The duties of the appeal agents were also greatly extended and included a variety of matters connected with claims for exemption before both district and local boards.

APPORTIONMENT ACCOUNTS BRANCH, FINANCE AND ACCOUNTING DIVISION, QUARTERMASTER GENERAL.

The branch was in existence at the beginning of the war. It exercised administrative control over all matters with reference to funds except the examination of money accounts of quartermasters. From January 26 to April 16, 1918, the duties of the branch were performed by the Estimates Branch of the Administrative Division. After April 16, 1918, the branch became part of the Finance and Accounts Division, which was transferred to the office of the Director of Finance on October 21, 1918. Col. H. M. Lord was head of the branch, succeeded by Capt. J. A. Hill.

APPORTIONMENT AND DISTRIBUTION, DIVISION OF; UNITED STATES FUEL ADMINISTRATION.

See *Distribution Division, United States Fuel Administration.*

APPRAISAL AND CONDEMNATION, NAVAL BOARD FOR.

Created February, 1918, to operate in New York and to act as a clearing house for the Navy with respect to information necessary to guide it in commandeering stored materials held in and around New York. It was created upon recommendation of the Director of Naval Intelligence, and acted under the Paymaster General and the Bureau of Supplies and Accounts.

APPRAISERS, BOARD OF; WAR DEPARTMENT.

A War Department board of officers created in the Purchase, Storage and Traffic Division by order of the Secretary of War, April 1, 1918, to determine compensation for property commandeered or produced for war purposes by compulsory order of the Government, to determine costs and valuations in the execution of War Department contracts when such valuations were not otherwise provided for, and to determine compensation in the case of damage to private property incident to war activities. The primary function of the board during the war was to determine just compensation to the owners of commandeered property and to the producers working under compulsory orders. The procedure included the examination of claims, hearings before members of the board in Washington and elsewhere, determination of the amount to be awarded, and issue and certification of the award to the requisitioning authorities. From the date of organization to May 1, 1919, the board made awards aggregating approximately $66,000,000. The membership of the board to the time of the armistice was as follows: Lieut. Col. J. S. Dean (chairman), Lieut. Col. R. W. E. Douges, Lieut. Col. N. B. Gaskill, Lieut. Col. J. H. Gray, and Lieut. Col. R. H. Montgomery. As finally constituted the membership was as follows: Col. J. S. Dean (chairman), Col. G. M. Cralle, Col. J. L. Knowlton, Col. H. O. Williard, Lieut. Col. R. W. E. Douges, Lieut. Col. N. B. Gaskill, Maj. J. J. Cosgrove, Lieut. Col. J. W. Davidge, and Lieut. Col. A. R. Stallings.

ARCH TERRA COTTA WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board with W. H. Powell as chairman.

ARCHITECTURAL DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This division took charge of the architectural phases of the work of the United States Housing Corporation. In cooperation with the National Housing Association, Emergency Fleet Corporation, and Council of National Defense, it drew up a standard of minimum requirements, somewhat resembling a building code, for Government construction. It prepared special type designs for buildings, such as houses, apartments, dormitories, cafeterias, to serve as a guide to local architects, who adapted the plans or designed new ones suited to

the community needs and preferences. It appointed one of its members to serve on the Committee on Sites, and also appointed an architect from the ranks of the profession to take charge of the work on each project. The plans of the local project architect were checked, amended, and given final approval by the division. John W. Cross, manager, April 1 to December 7, 1918; M. A. Dyer, December 15, 1918, to May 1, 1919; George F. Temple, appointed May 1, 1919.

ARMOR PLATE, COMMITTEE TO DEVELOP, ORDNANCE DEPARTMENT.

This committee was appointed on July 18, 1918, for the purpose of conducting experiments in connection with the manufacture of light armor plate, the purpose being to carry its development to the point where such plate might be readily produced in quantity by commercial methods. The committee included three civilians and one officer, under the chairmanship of Dr. G. W. Sargent. It was dissolved on January 4, 1919.

ARMY AND NAVY ARTILLERY, SUBCOMMITTEE ON; MUNITIONS STANDARDS BOARD, COUNCIL OF NATIONAL DEFENSE.

Appointed April 19, 1917, and called at first Committee on Mobile Artillery. The name was changed April 28, 1917. The function of the committee was to work out the questions of increasing the capacity of this country in big gun forging and big gun machining; was disbanded September 20, 1917. S. M. Vauclain, chairman.

ARMY NURSE CORPS BRANCH, PERSONNEL DIVISION, SURGEON GENERAL'S OFFICE.

Created February 2, 1901, by act of Congress. Its purpose was to supply properly trained graduate nurses for the Army hospitals in the United States and for those of the military establishment overseas. Superintendent Army Nurse Corps, Dora E. Thompson.

ARMY OPERATIONS DIVISION, GENERAL STAFF.

Created by General Order No. 14, W. D., dated February 9, 1918, from the former Operations and Equipment Committees of the General Staff. As reorganized on August 26, 1918 (G. O. 80, W. D.), this division is held responsible for the recruitment and mobilization of the Army, including the assignment and distribution of the draft; for the personnel of troops; the movement and disposition of troops, including demobilization of organizations; the determination of all oversea priorities; for the procurement, assignment, promotion, transfer, and discharge of the commissioned personnel of all branches of the Army; for the determination and distribution of all types and quantities of equipment and supplies of all branches of the Army and regulations concerning the same; and for the design, production, procurement, reception, storage, maintenance, and replacement of all motor vehicles and the assignment and training of personnel necessary for maintenance and operation. This division passes on estimates for funds for the support of the Army, handles matters of construction and projects for camp sites, cantonments, permanent forts, hospitals, construction, demobilization, and sale of cantonments

and material. This division functioned through the following branches: (1) Operations; (2) Equipment; (3) Commissioned Personnel; (4) Motor Transport Corps. The Director of Operations, who is an assistant chief of staff, and who is authorized to issue instructions regarding matters within his control, in the name of the Secretary of War, for carrying out the policies approved by the Secretary of War and the Chief of Staff, has been from the organization of the Army Operations Division Maj. Gen. Henry Jervey.

ARSENAL ADMINISTRATION SECTION, GENERAL ADMINISTRATION BUREAU, ORDNANCE DEPARTMENT.

An Arsenal Administration Section was organized on January 14, 1918, which had jurisdiction over all matters relating to arsenals as military establishments. It had no authority over manufacturing and storage and matters related thereto. Lieut. R. W. Smith, chief.

ARSENAL FACILITIES REQUIRED FOR WORK OF MANUFACTURE AND REPAIR TO BE PERFORMED BY ORDNANCE DEPARTMENT, BOARD TO CONSIDER; ORDNANCE DEPARTMENT.

This board, consisting originally of four officers and one civilian, under the direction of Brig Gen. John T. Thompson, was appointed on November 4, 1918, to consider the subject of the arsenal facilities required for the work of manufacture and repair which should be directly performed by the Ordnance Department, and to prepare and submit a project showing the proposed distribution of the work, the capacity to be provided, and the number and location of the arsenals proposed. Several subordinate committees were organized from time to time to investigate and report upon various specific phases of this work. Having completed its work and submitted its report, the committee was dissolved December 23, 1918.

ARSENAL AND NAVY YARD WAGE COMMISSION.

Created in August, 1917, through the appointment of one representative each by the Secretary of War, the Secretary of the Navy, and the Secretary of Labor. It was the function of the commission to pass upon all wage questions arising in arsenals and navy yards, in order that unity of action in such matters might be secured. Franklin Roosevelt, Assistant Secretary of the Navy; Walter Lippman, assistant to the Secretary of War; and William Blackman, of the Department of Labor, were the original members of the commission. Mr. Lippman and Mr. Blackman were succeeded, respectively, by Stanley King and Roland B. Mahaney.

ARSENALS, DIRECTOR OF; ORDNANCE DEPARTMENT.

By order of January 14, 1918, Col. S. E. Blunt was appointed supervisor of manufacturing arsenals. He became responsible, under the Chief of Ordnance, for the operation and general administration of arsenals as manufacturing plants, as distinguished from arsenals used for storage purposes. He was succeeded on July 23, 1918, by Col. (later Brig. Gen.) John T. Thompson, as supervisor of manufacturing arsenals. Later his title was changed to that of director of arsenals. In September, 1918, there were 14 arsenals and armories

in the United States under the jurisdiction of the director of arsenals, besides these, arsenals at Hawaii, Manila, and Panama.

ARSENIC SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

The manufacture and distribution of white arsenic and of insecticides containing arsenic were put under control of the Food Administration by presidential proclamation dated November 25, 1917, and this section was organized in October, 1918. It stimulated production, distributed arsenic for essential uses, and prevented unreasonable profits and unfair practices. C. W. Merrill was in charge from November, 1917, until August, 1918, when H. H. Bundy was made chief.

ARTILLERY SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Formed January 15, 1918. Before the establishment of this section its duties were performed by the procurement branches of the Field Artillery, Antiaircraft, Seacoast Sections of the Carriage Division, and the Cannon Section of the Gun Division. One minor procurement function was also taken over from the Small Arms Division. The Artillery Section supervised all negotiations connected with the purchase of field, remount, and antiaircraft cannon, complete with guns, mounts, carriages, and all necessary equipment, including instruments, spare parts, etc. It also handled the purchase of optical instruments. The section functioned through the Carriage, Cannon, and Miscellaneous Branches. Lieut. Col. E. S. Hughes was originally head of the section, but was succeeded by Maj. G. R. Nichols on October 18, 1918, as acting head, and as head on December 10, 1918.

ARTILLERY AMMUNITION PROGRAMS, BOARD OF OFFICERS TO REVIEW; ORDNANCE DEPARTMENT.

This board was appointed on July 3, 1918, to review the entire artillery ammunition program by caliber and submit recommendations as to requirements, procurement, inspection, and production for the approval of the Acting Chief of Ordnance. The board originally consisted of six officers, though the number was later increased. It was dissolved on December 6, 1918.

ARTILLERY PROGRAM, BOARD OF OFFICERS TO REVIEW; ORDNANCE DEPARTMENT.

A board of officers was appointed on June 1, 1918, to review the entire artillery program with reference to the problem of requirements. It submitted recommendations as to requirements, procurements, inspection, and production for the approval of the Acting Chief of Ordnance, the general policy being to provide at least two sources of supply for all important artillery components wherever practicable. Having completed its work, the board was dissolved on November 6, 1918.

ASBESTOS AND MAGNESIA SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed April 6, 1918, as a separate section under the Chemicals and Explosives Division, and after May 28, 1918, continued as

a section of the Chemicals Division. Through the Asbestos Trades Bureau, it brought about a standardization of products and more uniform shipping conditions. It approved through the Capital Issues Committee the opening of a new asbestos mine in Canada from which 90 per cent of prewar crude asbestos came. It was beginning to encourage increased production of rutile, used for smoke screens, hand grenades, etc., to make up for the supply formerly imported from Norway, at the time of the signing of the armistice. The section was discontinued December 31, 1918. Robert M. Torrence, chief.

ASBESTOS, MAGNESIA, AND ROOFING COOPERATIVE COMMITTEE, COMMITTEE ON RAW MATERIALS, COUNCIL OF NATIONAL DEFENSE.

Created in June, 1917. Its functions taken over by War Industries Board in November, 1917, when it was dissolved. Thomas L. Manville, chairman.

ASBESTOS AND MAGNESIA WAR SERVICE COMMITTEE.

Appointed on July 2, 1918, from the members of the Asbestos Trades Bureau to cooperate with the War Industries Board. George D. Crabbs, chairman.

ASBESTOS TRADES BUREAU (INC.).

Organized January 22, 1918, at the direct request of the Bureau of Imports of the War Trade Board, to render assistance and cooperation to that body. Its membership included the firms engaged in the asbestos and magnesia industries. It maintained committees of importers, manufacturers, and distributors. Its indorsement was required upon all licenses for the importation of asbestos. C. S. Stover, as secretary-treasurer, managed its affairs. S. R. Zimmerman, president.

ASSIGNMENTS DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Recommended and recorded assignments of ships to managers and operators and gave notification of the same after approval of the United States Shipping Board. It also had charge of charters, and in conjunction with the Shipping Control Committee, had supervision over the allocation of freight and passenger steamers. F. C. Lockhart and E. R. Jones were successively in charge.

ASSISTANT AUDITOR FOR THE WAR DEPARTMENT (OVERSEAS).

A Treasury Department official, appointed under authority of the act of Congress of September 24, 1917, to audit the accounts of the expeditionary forces. The office was established in Paris in December, 1917. The assistant auditor was J. E. Maulding.

ASSISTANT COMPTROLLER OF THE TREASURY (OVERSEAS).

A Treasury Department official, appointed under authority of act of Congress of September 24, 1917, to perform the duties of the Comptroller of the Treasury in so far as they related to the expeditionary forces. The office was established in Paris in December, 1917. The assistant comptroller was F. R. Ginn.

ASTROPHYSICAL OBSERVATORY, SMITHSONIAN INSTITUTION.

It instituted five researches which bore upon war work (1) on the pressure exerted by the wind upon projectiles, at the request of the coast defense station at Fort Monroe; (2) experiments on searchlights, as a result of a letter from the Chief of Engineers to the National Research Council; (3) a determination of geographical positions from an airplane or a ship at sea without reference to landmarks, celestial or terrestrial; (4) development of a special multiple-charge rocket to be fired to great heights, and a recoilless gun apparently suitable for airplane work, tests, however, being too late to be of service during the war; (5) means of steadying the flight of trench mortar projectiles. The turbine principle was used, and the tests seem to guarantee results for ordnance equal to those of rifled gun practice.

ATHLETIC DIVISION, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Organized at the first meeting of the commission on April 26, 1917, under Dr. Joseph E. Raycroft. The Athletic Division had charge of recreational games in the various camps, physical educational instructions, and instruction in boxing and various methods of hand-to-hand fighting. It also coordinated the efforts of the athletic representatives of the various welfare agencies, assisted in raising money from athletic contests, post exchanges, and private sources for the purchase of athletic equipment; and procured through the Quartermaster Department athletic equipment purchased with funds appropriated by Congress.

ATHLETIC EQUIPMENT WAR SERVICE COMMITTEE.

Organized September 6, 1918, to represent the manufacturers of athletic goods. The committee worked with the Priorities Committee and Conservation Division of the War Industries Board. F. W. Bradsby, chairman.

AUDITING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized by Gen. George W. Goethals on April 20, 1917, and charged with looking after the accounting and finances of the corporation. Until May 10, 1918, when the Finance Division was created, the Auditing Division included the Insurance Department and the Credit Section, whose duties embraced respectively the administration of all matters pertaining to insurance of property in which the corporation was interested, the operation of a self-insurance scheme, and the investigation of the financial standing of all contractors. On April 15, 1919, the Finance Division and the Auditing Division were combined. D. H. Bender, general auditor, was succeeded by Gordon Wilson.

AUDITING SECTION, DIVISION OF PUBLIC SERVICE AND ACCOUNTING, UNITED STATES RAILROAD ADMINISTRATION.

Organized May 1, 1918. It supervised the receipt and disbursement of all moneys appropriated by Congress to the Railroad Adminis-

tration, placed in the revolving fund, or remitted by the treasurers of the individual carriers on call of the Director General. Upon the establishment of the Division of Accounting as a separate organization, on February 1, 1919, it became subordinate thereto. J. W. Roberts, auditor.

AUTOMATIC ENGINEERS, SOCIETY OF.

Its Committee on Aeronautic Standards worked on specifications for airplane fittings in cooperation with the International Standards Board. F. C. Diffin, chairman.

See *Automotive Products Section, War Industries Board.*

AUTOMATIC OFFICE EQUIPMENT WAR SERVICE COMMITTEE.

Formed September 20, 1918, to represent the manufacturers of adding, tabulating, and computing machines, cash registers, check books, accounting registers, and autographic registers. Thomas J. Watson, chairman.

AUTOMATIC SPRINKLERS WAR SERVICE COMMITTEE.

Organized in August, 1918, to represent the manufacturers of automatic sprinklers. It functioned with the construction divisions of the Army and Navy and the Fire Protection Section of the War Industries Board in protecting properties and munitions essential in running the war. W. G. Allen, chairman.

AUTOMATIC TRAIN CONTROL COMMITTEE, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created January 14, 1919, for the purpose of studying and reporting upon automatic train control devices being tested upon various roads as well as proposed devices, with the idea of making recommendations concerning the progress of the art, and possible installation for further test. C. A. Morse, chairman.

AUTOMOBILE DEALERS' WAR SERVICE COMMITTEE.

Organized at the suggestion of the Conservation Division of the War Industries Board. It conducted a campaign of conservation which included the closing of garages and supply stations on nights and Sundays, and the saving of gasoline and oils. This work was done under the auspices of the National Automobile Dealers' Association. F. W. A. Vesper, chairman.

AUTOMOTIVE ENGINEERS, SOCIETY OF.

See *Automotive Products Section, War Industries Board.*

AUTOMOTIVE PRODUCTS SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

This section was the Automotive Transport Committee of the Advisory Commission reorganized September 4, 1917, to aid in the allocation of government business, to advise on prices and purchases by the United States Government and the allies, of motorcycles, trucks, tractors, trailers, cars, tanks, and automotive appartus. Be-

cause of the divergence in specifications for miltary trucks submitted to the Motor Transport Division of the Quartermaster Corps, the parts manufacturers and the Society of Automotive Engineers were summoned by the Automotive Products Section, and with their aid and through the subcommittee of the section, known as the Military Truck Committee, there was designed the Class B military truck which was adopted by the War Department as the standard heavy-cargo truck. The section cooperated at all times with the Purchasing Commission for the Allies. It was discontinued January 1, 1919. C. C. Hanch, chief.

AUTOMOTIVE TRANSPORT COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Organized May 25, 1917, to assist the Government in matters involving the use of internal-combustion engines, including the production of motor cars, trucks, and ambulances, tractors, motor boats, and airplanes. It worked in close cooperation with the Society of Automotive Engineers on the matter of automotive standardization, and maintained its function as an advisory committee under the Advisory Commission of the Council of National Defense, until September 4, 1917, when it was reorganized as Automotive Products Section, Finished Products Division, War Industries Board. Charles Clifton, chairman.

AUXILIARY SECTION, SUPPLY DIVISION, ORDNANCE DEPARTMENT.

The Auxiliary Section performed various routine duties for the Supply Division, including drafting, care of files and records, furnishing of office equipment, supervision of civilian personnel, etc. Maj. M. F. Carney, chief.

AWARD SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section of the Purchase Division which recorded bids after formal competition and advertisement, checked up recommendations from technical bureaus, notified contractors of awards, and indicated the amounts and specifications of each contract. L. Fortune, chief.

AWARD AND CONTRACT BRANCH, PURCHASE ADMINISTRATIVE DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created June 14, 1918, as a branch of the Supply Control Division and transferred to the Director of Purchase on October 28, 1918. It had charge of legal review and supervision of award and contractual agreements of purchases. L. Marvin and W. W. Pickard successively acted as chief.

AWARDS, COMMITTEE ON; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Appointed by Director General Schwab of the Emergency Fleet Corporation to decide each month the yards holding first, second, and third places in the shipbuilding contest, and to award to these yards the blue, red, and white pennants of honor. The yards were

judged on the basis of performance, taking into consideration size, location, and other unequal factors. The committee was headed by Rear Admiral F. F. Fletcher, representing labor; F. W. Wood, vice president of the International Shipbuilding Corporation; and Hugh Frayne, of the War Industries Board. As a result of the spirit of rivalry thus fostered among the shipyards of the country, some remarkable records in shipbuilding were made.

BABY VEHICLE MANUFACTURERS' NATIONAL ASSOCIATION WAR SERVICE COMMITTEE.

The baby vehicle trades first came into contact with war needs through the General Medical Board of the Council of National Defense, with whom they held conference early in 1917. They designed and supplied invalids' rolling chairs and push carts.

BAG MANUFACTURERS, NATIONAL ASSOCIATION OF.

Formed for war service at a meeting of manufacturers of cloth bags in New York, November 22, 1917. It represented substantially the whole industry, and had a membership open to all concerned. Its work "was largely centered on insuring an adequate supply of bag materials for the distribution of * * * food products." It worked with the war boards, and maintained an Executive Committee, a Burlap Committee, and a Cotton Committee. A. F. Bemis, chairman Executive Committee.

BAKERS, NATIONAL ASSOCIATION OF MASTER.

This association, organized in 1897, had two special committees working on war problems of the baking industry: The Emergency War Council, a general committee, and the National Technical Service Committee, which supervised the manufacture of "victory bread." Henry Stude, president.

BAKERY BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created January 2, 1918. It was in charge of the supervision and operation of all schools for bakers and cooks and the furnishing of equipment for these schools. This branch was abolished, its School Section being transferred to The Adjutant General's Office, and its Equipment Section to the Hardware and Metals Division. Col. L. L. Deitrick, chief.

BAKING DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 15, 1917. The division took up the problem of the control of commercial baking and the conservation of wheat. The National Association of Master Bakers cooperated with the division. In March, 1918, the division became a section of the Distribution Division. Duncan McDuffie, chief, followed by Huntley Child as acting chief June 7, 1918.

BAKING INDUSTRY, WAR EMERGENCY COUNCIL OF.

Appointed by the national association May 18, 1917, to deal with the Government in all relations between breadmakers and Federal

authorities. A licensing plan for the baking industry was submitted to the Food Administration, but the system was not put into effect until December 10, 1917. Frank R. Shepart, chairman, succeeded by George S. Ward.

See *National Technical Service Committee, National Association of Master Bakers.*

BALATA BELTING WAR SERVICE COMMITTEE.

Organized in October, 1918, to represent the industry. The committee submitted specifications of balata belting to the Committee on Specifications of Mechanical Rubber Goods. Benjamin A. Keiley, chairman.

BALL BEARING AND STEEL BALLS WAR SERVICE COMMITTEE.

Organized January 7, 1918. The committee devised specifications, and although the committee did not distribute Government contracts, it was frequently consulted by Government departments and kept the industry in touch with requirements. W. M. Nomes, chairman.

BAND INSTRUMENTS WAR SERVICE COMMITTEE.

Organized October 28, 1918, by the War Industries Board to represent manufacturers of drums and musical instruments. Brass was furnished only for army and navy instruments. C. D. Greenleaf, chairman.

BARE COPPER AND BRONZE WIRE WAR SERVICE COMMITTEE.

Organized by the Electrical and Power Equipment Section of the War Industries Board with F. W. Wallace as chairman.

BEDDING INDUSTRY WAR SERVICE COMMITTEE.

Appointed by the National Association of Bedding Manufacturers May 13, 1918. The committee provided requirements for bedding, furnished specifications, and looked after conservation of labor and material. Albert J. Logan, chairman.

BEDSTEADS WAR SERVICE COMMITTEE.

Organized August 19, 1918, at a meeting of manufacturers of bedsteads and spring beds. A. F. Carpenter, chairman.

BICYCLE INDUSTRY WAR SERVICE COMMITTEE.

Appointed in March, 1918, by the Bicycle Manufacturers' Association but reorganized in August, 1918, to include the Bicycle Parts Manufacturers' Association and the Motor Cycle Association. The committee met monthly with the industry. The Motor Cycle Association later formed a separate war service committee. E. J. Lonn, chairman.

BIOCHEMIC DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division which rendered valuable service during the war in the production of mallein for the Army to test horses for

glanders. Between February 3, 1917, and November 11, 1918, the amount furnished aggregated 3,523,260 doses, having an estimated market value of $176,000. This was practically the entire supply used by the Army. M. Dorset, chief.

BIOLOGICAL SURVEY, BUREAU OF; DEPARTMENT OF AGRICULTURE.

A permanent bureau whose war activities were carried on in connection with the work of its Division of Economic Investigations and centered mainly in a program for the eradication of injurious native and introduced rodents, and in the destruction of predatory animals. In its noxious animal campaigns, centering largely in stock-raising and farming centers of the country, the bureau worked in close cooperation with the State extension services and county agents, stockmen's associations, farmers, State councils of defense, and State livestock commissions. Its campaign to destroy predatory animals in the Western States resulted, between April 1, 1917, and December 31, 1918, in the killing of 1,266 wolves, 46,235 coyotes, 171 mountain lions, and 5,852 wild cats through trapping and hunting, and tens of thousands of coyotes through extended poisoning on sheep ranges. This work alone effected a direct saving in meat, hide, and wool of about $8,000,000. The campaigns against native rodents such as prairie dogs, ground squirrels, pocket gophers, and jack rabbits were conducted mainly in cooperation with the States Relations Service and the extension services of the agricultural colleges of the Western States. More than 20,000,000 acres of agricultural and range lands were treated with poison baits to destroy these rodents, and more than $13,500,000 saved thereby during the crop season of 1918. The bureau was also active in aiding the Army and Navy in eliminating rats from their warehouses. In the Bush Terminal warehouses, alone, the number of rats caught ranged from 35,000 to 50,000, and the damage done to Government stores by rats in 13 months of operation did not exceed $50. E. W. Nelson was chief of this bureau and A. K. Fisher in charge of the Division of Economic Investigations.

BISCUIT AND CRACKER MANUFACTURERS' WAR SERVICE COMMITTEE.

Appointed to cooperate with the Food Administration and to serve as an advisory committee of the Baking Division. It worked with the Army and Navy to produce sufficient quantities of pilot bread and hard bread, and also cooperated in the production of a tin container for oversea bread. Meetings were held to instruct bakers in the making of these breads. Brooks Morgan, chairman.

BITUMINOUS COAL, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized February 23, 1918. This bureau had charge of distribution and inspection of all bituminous coal through the Washington organization of the bureau and the district representatives. Inspection was handled by the Inspection Section and inspectors in the field working under the direction of the district representatives. District representatives were directly under the control of this bureau as far as their work concerned bituminous coal. A. W. Calloway, director.

BLEACHERS WAR SERVICE COMMITTEE.

Organized by the Cotton and Cotton Linters Section of the War Industries Board with W. C. Johnson as chairman.

BLOCKADE SECTION, SUPREME ECONOMIC COUNCIL, PEACE CONFERENCE.

Created in March, 1918, to deal with blockade matters, and composed of one representative from each of four great powers. It established three committees: On Blockade of Orient (with two subcommittees: Commission Permanente Internationale des Contingents, and Inter-Allied Commission at Berne); On Left Bank of the Rhine (with subcommittees: Inter-Allied Economic Committee of Luxembourg, and a number of economic subsections in the zones of occupation); and Allied Blockade (with subcommittees called inter-allied trade committees established in each of the northern neutrals, all in liaison with the Food Section). Vance McCormick, American member and president.

BOBBINS WAR SERVICE COMMITTEE.

Organized October 14, 1918, with George H. Wilson as chairman, to represent the manufacturers of bobbins and shuttles.

BOILERS WAR SERVICE COMMITTEE.

Organized by the Electrical and Power Equipment Section of the War Industries Board with W. C. Connelly as chairman.

BOLTS, NUTS, AND RIVETS WAR SERVICE COMMITTEE.

Organized April 17, 1918, by a meeting of 98 per cent of the industry. The committee took charge of the allocation of Government requirements for bolts. Charles J. Graham, chairman.

BOOT AND SHOE SECTION, HIDES, LEATHER AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

This section, although not formally organized until June 12, 1918, on May 28, 1918, took over the administration of methods of conservation in the boot and shoe industry formerly in charge of the Commercial Economy Board. This section did not recommend fixing of prices, but took pledges on a cost-plus basis from the shoe manufacturers, wholesalers, and retailers; it made no restrictions on selling other than the acceptance of merchants' pledges to sell within the set-price range; it made no allocations of materials or man power. This section and the Conservation Division of the board conferred with the War Service committees of the shoe manufacturers, wholesalers, and retailers, and as a result a set of recommendations was approved and issued to the trade June 13, 1918 (amended and reissued June 29, 1918, and approved by the War Industries Board in September, 1918), restricting colors of leather and fabrics which resulted in a 66⅔ per cent elimination of styles and lasts. The section reported that "practically all shoe manufacturers and wholesalers pledged cooperation, and through the manufacturers the retailers stabilized their business; but the program for conservation has not been in existence long enough to clean house and stabilize on prewar carried stock."

C. D. P. Hamilton, chief. See *Conservation Division, W. I. B.* (formerly Commercial Economy Board). The section was discontinued December 31, 1918.

BOOTS AND SHOES DIVISION, RUBBER INDUSTRY WAR SERVICE COMMITTEE.

Formed January, 1918, and enlarged July, 1918, to include all manufacturers of rubber footwear. Its functions were to represent the trade in allocating the war orders of the Government, and in complying with the conservation programs established by the War Industries Board. In October, 1918, over 60 per cent of the output was Government work. The division voted on January 16, 1919, to continue as a peace agency attached to the Rubber Association of America. H. E. Sawyer, chairman, January–June, 1918. G. H. Mayo, July, 1918.

BOSTON AGENCY, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

In the fall of 1917, when a coal shortage threatened the war industries of New England, the Division of Operations made a tentative agreement with the New England Coal Barge & Towers' Association to supervise and operate the additional steam tonnage assigned to the New England coal trade by the Shipping Board. The number of these steamers soon grew to such proportions that it became necessary to establish the Boston Agency of Operations in order to keep the jurisdiction of the operations of the steamers with the Shipping Board. The new agency absorbed the New England Coal Barge & Towers' Association and maintained the supervision of the operation of the coal-carrying fleet under a separate division which was known as the Coal Transportation Agency. Capt. A. L. Crowley, who had been appointed supervisor of the association by the trustees of the Emergency Fleet Corporation, was retained as the agent in charge of this division. The Boston office had under its supervision and operation about 70 vessels in ocean traffic and a fleet of about 300 barges and 37 tugs. It also assigned ships to the coal consignees for the entire coal traffic from Hampton Roads to Eastport, Me. W. K. Irving was dispatch agent.

BOTTLE AND JAR CAPS MANUFACTURERS OF THE UNITED STATES WAR SERVICE COMMITTEE.

Organized October 16, 1918, with George A. Williams as chairman at the request of the Conservation Division of the War Industries Board.

BOYS' WORKING RESERVE, UNITED STATES; DEPARTMENT OF LABOR.

This organization was initiated April 20, 1917, under the Department of Labor. William E. Hall was appointed national director. State organizations under State directors, appointed by the Secretary of Labor, were gradually formed. These worked in close cooperation with State and Community Councils of Defense, and the public schools. When the United States Employment Service was made a separate service in the Department of Labor in January, 1918, the United States Boys' Working Reserve was made a part of that

service. The primary work of the reserve has been the mobilization of high school boys between the ages of 16 and 21 for agricultural service during their summer vacation. Approximately 250,000 were enrolled in the reserve and about 200,000 were placed for service. About 30,000 of this number received preliminary training in farm craft lessons at training camps and training farms, but the majority went directly from city life to the farm. In addition to subsistence boys received an average monthly wage of $30. A national badge was given for 36 days of actual service and an honorable service bar for continuous and satisfactory service. Boys were permitted to leave school for such service only on condition that educational advancement was not thereby retarded. When the armistice was signed, plans were well under way for the organization of an Industrial Unit as a part of the reserve. The founders of the organization, however, decided that the Junior Section of the United States Employment Service would be a more logical agency for solving the labor problems of reconstruction. The organization published a monthly bulletin called Boy Power.

BRANCHES AND CUSTOMS, BUREAU OF, WAR TRADE BOARD.

Organized as Division of Branches and Customs in the Bureau of Exports, October 13, 1917, and became a separate bureau on February 6, 1918. This bureau managed and directed the branch offices and transmitted to the Customs Division of the Treasury Department the instructions of the various bureaus of the War Trade Board relating to the control of exports, imports, enemy trade, ship stores, and bunkers. In December, 1918, there were branch offices in Boston, Chicago, Detroit, Eagle Pass, El Paso, Galveston, Laredo, Los Angeles, Mobile, New Orleans, New York, Nogales, Philadelphia, Portland, St. Louis, San Francisco, Savannah, Seattle, Canal Zone, Guam, Honolulu, Juneau, Manila, St. Thomas, San Juan, and Tutuila. Alexander H. Bullock, director.

BRASS, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Formed April 7, 1917, at the request of B. M. Baruch, to serve in conjunction with the Committee on Raw Materials of the Advisory Commission of the council. It "took no action except to answer some technical questions which were raised by Mr. Baruch from time to time." The five members of the committee resigned upon the passage of the food and fuel act of Congress of August 10, 1917. Charles F. Brooker, chairman.

See *Brass Section, War Industries Board.*

BRASS SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created April 6, 1918, under the name of Non-Ferrous Tube Section, but about August 1, 1918, changed to Brass Section because the work of the section had expanded from dealing with manufacture of brass and copper tube to all manufactured products of copper, brass, and other copper base alloys. The section was assisted in its work by the War Service Committee of the brass manufacturers to arrange for eliminating nonessentials and for bringing about an increase of output of at least thirty-three and one-third per cent. The

Bureau of Supplies and Accounts of the Navy Department, the Projectile Section, Procurement Division of the Ordnance Department, the Marine Corps, the Emergency Fleet Corporation, and the Railroad Administration, each had representatives as members of the section. The chief of the section was also a member of Priorities Committee. It was formally disbanded December 14, 1918. Everett Morss, chief.

BRASS AND COPPER TUBES WAR SERVICE COMMITTEE.

Organized in August, 1918, to continue the work of the Committee on Non-Ferrous Tubes. The committee cooperated with the Brass Section of the War Industries Board and with the Ordnance Department in the production of cupro-nickel for small arms ammunition. J. P. Elton, chairman.

BRASSIERE WAR SERVICE COMMITTEE.

Organized July 10, 1918, to represent the industry before the Conservation Division of the War Industries Board in regard to the amount of steel that could be used by manufacturers. George A. Kaufman, chairman.

BREWING INDUSTRY WAR SERVICE COMMITTEE.

The executive committee of the United States Brewers' Association was designated October 3, 1917, as the war service committee of the brewing industry. Surveys were conducted to find the amount of food materials in hands of brewers and the fuel consumption of breweries, and to devise means of utilization of food products in hands of brewers December 1, 1918. C. W. Feigenspan, chairman.

BRICK WAR SERVICE COMMITTEE.

Organized by the Building Material Section of the War Industries Board as a central committee to represent all the manufacturers of paving, face, and building brick. William Schlake, chairman.

BRISTLES, HAIR, AND FIBERS FOR BRUSHES WAR SERVICE COMMITTEE.

Organized October 17, 1918, with L. W. Wolff as chairman, to represent the manufacturers of bristles, hair, and fibers for brushes.

BRITISH WAR MISSION.

With Sir Charles Gordon, K. B. E., as vice-chairman, functioned through a number of ministries and departments, of which the nonmilitary ones were: Shipping, Sir Thomas Royden, Bart., representative; Food (Allied Provisions Export Commission), C. F. H. Leslie, representative; Purchasing Department, J. W. Woods, director; Production Department, H. Japp, deputy director general; Mechanical Transport Inspection Department, Maj. P. C. Cannon, chief; Royal Commission on Sugar, G. H. Logan, administrator.

BROKERS' SECTION, DISTRIBUTION DIVISION, FOOD ADMINISTRATION.

Organized October 10, 1917. It was charged with maintaining close cooperation with brokers and advised as to regulation of non-

perishable food commodities. Through this section, brokers communicated to the Food Administration the price lists and quotations issued to the trade. Bird W. Housum, chief.

BRONZE CASTINGS WAR SERVICE COMMITTEE.

Organized at the request of the Conservation Division of the War Industries Board to represent the industry before that section and the Priorities Board. A. Y. Evins, chairman.

BRUSHES WAR SERVICE COMMITTEE.

Organized October 17, 1918, with William Cordes as chairman, at the request of the Jute, Hemp, and Cordage Section of the War Industries Board, to represent the manufacturers of toilet brushes, paint brushes, household and machine brushes.

BUILDING BRICK WAR SERVICE COMMITTEE.

Formed by the National Brick Manufacturers' Association, December, 1917, to represent the industry with the Building Materials Section of the War Industries Board and the United States Fuel Administration. George H. Clippert, chairman.

BUILDING INDUSTRIES, NATIONAL FEDERATION OF.

Organized July 15 and 16, 1918, at a convention of all building and building materials associations in the United States. The federation cooperated with the Building Materials Section of the War Industries Board. Ernest T. Trigg was president and chairman of the War Service Executive Committee.

BUILDING MATERIALS DIVISION, WAR INDUSTRIES BOARD.

Established March 16, 1918, as the Building Materials Section of the War Industries Board, under R. L. Humphrey, who had been with the board since October, 1917. The section was made a division in the fall of 1918, and consisted of a director, a staff of forty-five persons, branch offices in Philadelphia, New York, and Norfolk, and representatives of each of the various construction bureaus of the Government interested in its work, such as the Army, Navy, Marine Corps, United States Shipping Board Emergency Fleet Corporation, Panama Canal, Railroad Administration, Supervising Architect of the Treasury, and the United States Housing Corporation. The principal activities of the division were: (1) Collation of data as to the resources, available stock, and capacity of the various plants manufacturing building materials; (2) recording rates of production and delivery on Government purchases; (3) formulation of standard specifications and details which served as a basis for the purchase of building materials, whereby the greatest conservation of labor, fuel, and metals was attained; (4) regulation of fuel supply for the building materials industries; (5) permits and clearances for materials required in permissible construction; (6) and study of the standardization of methods of production, and of application, and of possible substitution for the various building materials for the purpose of

effecting the greatest possible conservation of fuel, materials, labor, and transportation. Early in the spring of 1918 the increasing shortage of building materials and the need for immediate information concerning them made it necessary for the director of the division to bring about the formation of war service committees for these industries. The division had supervisory control over 43 different building materials with 38 war service committees, whose members being scattered all over the country kept it in close contact with all portions of the United States. The division terminated its activities January 1, 1919.

BUILDING MATERIALS SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created January 26, 1919, for the purpose of formulating policies with reference to the sale of all surplus building material on hand among the various bureaus of the War Department. This material included lumber, hardware, brick, cement, heating equipment, etc. On February 25, 1919, an agreement covering the disposition of surplus lumber was entered into between the Director of Sales and representatives of the lumber producers. The latter purchased the surplus lumber, agreeing to resell it at prevailing market prices, paying to the War Department the amount received less the actual expense of selling it. The section supervised the sales made by the salvage boards of the various War Department bureaus. Upon the creation of the Building Materials Section, Maj. W. M. Crunder became chief. He was succeeded on March 25, 1919, by W. P. Gleason.

BUILDING STONE INDUSTRY WAR SERVICE COMMITTEE.

Organized July 19, 1918, by the Building Materials Section of the War Industries Board. The committee was divided into six groups representing all sections of the country. H. E. Fletcher, chairman New England; P. B. Parker, chairman Central; R. M. Richter, chairman Mid-West; Martin Simpson, chairman Trans-Mississippi; John D. McGilvray, chairman Far-West Groups. At this time the Ohio Sandstone War Service Committee was dissolved, the new committee representing all branches of the industry. Col. Sam Tate, chairman.

BUTCHERS AND MEAT DEALERS' COMMITTEE, UNITED STATES FOOD ADMINISTRATION.

Appointed in March, 1918, by the United States Food Administration to work out a program for further economy in the slaughter, dressing, and sale of meat. This committee worked in conjunction with the Bureau of Animal Husbandry and Bureau of Markets, Department of Agriculture. John A. Kotal, chairman.

BUTTER AND CHEESE SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in April, 1918, to administer the regulations of butter and cheese. The section directed marketing and carried out the rules governing the manufacture of fresh butter from July, 1918. George H. Coffin, chief.

BUTTONS WAR SERVICE COMMITTEE.

Organized October 17, 1918, to represent the manufacturers of vegetable ivory, cloth-covered, celluloid, bone, glass, composition, horn, metal, and fiber buttons. W. A. Porter, chairman.

CABLE BRANCH, ADMINISTRATIVE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PUCHASE AND STORAGE.

Established November 1, 1918. The Cable Branch received, routed, distributed, and answered all cables pertaining to the supply of the A. E. F. It also followed the orders, releases, and loadings of all supplies called for by cable from the date of receiving the message until the supplies were actually floated. Maj. W. G. Sheehan, chief.

CABLE SERVICE AND OVERSEAS BRANCH, WAREHOUSING DIVISION, QUARTERMASTER GENERAL.

Created October 16, 1917, to receive cables and requisitions from the American Expeditionary Forces, and to take action as authorized including the follow-up of shipment until the supplies were received by the Embarkation Division. It was abolished February 13, 1918.

CALIFORNIA EXPORT COMMITTEE, CENTRAL WESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Appointed September 30, 1918. This committee controlled the movement of export freight through California ports. It issued shipping permits, subject to certain rules, without which no shipments for export would be received by the railroads. W. G. Barnwell, chairman.

CAMOUFLAGE SECTION, STEEL SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established February 4, 1918, to supervise the application of marine camouflage, the designs of which were furnished by the Navy Department and distributed for application to the camoufleur of each shipbuilding district. The district camoufleur was not allowed to change the principle of the design furnished by the Navy Department but was instructed to use the design most applicable to the form and type of ship to be painted. With the cessation of hostilities in the fall of 1918 the need for the work of this section ceased. H. C. Grover, head.

CAMP MUSIC DIVISION, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Organized in May, 1917, under Lee F. Hammer. The duties of this division consisted in conducting mass singing in the training camps, training company song leaders to carry on the work overseas, providing music and musical instruments, and assisting in the organization and training of military bands.

CANADIAN CONTRACT ASSESSORS, WAR DEPARTMENT.

A post-armistice board of two officers, created by order of the Secretary of War March 19, 1919, to represent the United States on the Imperial Munitions Board in the adjustment and settlement of

war contracts and agreements entered into through the agency of the Munitions Board for performance in Canada. It was the function of the assessors to liquidate the financial affairs of the United States in Canada in essentially the same way the Liquidation Commission disposed of such affairs in all other foreign countries. Final settlement was to be made by the Munitions Board, the agreement to be signed by a member of the board and by one of the contract assessors sitting as a member. The assessors were Lieut. Col. O. W. Albee and Maj. S. S. Underwood.

CANADIAN RELATIONS, DIVISION OF; UNITED STATES FOOD ADMINISTRATION.

Created December 1, 1917. This division gave special attention to relations with Canada in regard to matters affecting food supply and regulations. Cordial relations were maintained with the Canadian Food Board, and cooperation in the matter of exports and imports of foodstuffs maintained so as not to set up impossible economic barriers along the boundary. W. Fisher, chief.

CANADIAN WAR MISSION.

Created February 2, 1918, to represent the Cabinet and the heads of the various departments and other administrative branches of the Government of Canada with the United States Government and with other British and allied missions operating in the United States in connection with the war. This mission arranged for the supplies of raw materials so as to utilize manufacturing facilities of both countries to the best advantage, and provided information in regard to Canada. The Imperial Munitions Board of Canada and the Canadian War Trade Board were represented in the United States by this mission. Lloyd Harris, chairman, February 2 to November 15, 1918; Frank A. Rolph, November 15, 1918, to January 15, 1919; Sir Charles Gordon, acting chairman, February 15, 1919, to date.

CANNED GOODS COOPERATIVE COMMITTEE, COMMITTEE ON SUPPLIES, COUNCIL OF NATIONAL DEFENSE.

Organized early in June, 1917, by Julius Rosenwald, chairman of the Committee on Supplies of the Council of National Defense. Its function was to advise the Army and Navy as to the sources of supply for canned goods and the best methods for securing them. With the organization of the Food Administration, the functions of the committee were taken over by that administration in the Division of Coordination of Purchase. The committee was never disbanded but ceased to function in the fall of 1917. Charles H. Bentley, chairman.

CANNED GOODS DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in June, 1917, to handle the problems of supply and procurement of canned goods for use of the Army, Navy, and Marine Corps, the stimulation of production, the prevention of abuses in the trade, and the enforcement of the food control act with reference to the manufacturers and wholesale dealers in canned foods. The division cooperated with the Division of Coordination of Purchase.

The Canned Milk Section handled the milk problem. C. H. Bentley was chief from June, 1917, to March, 1918, when he was succeeded by John R. Munn.

CANNED MILK SECTION, CANNED FOODS DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 15, 1917, to handle the problem of the supply and procurement of canned milk for essential demands. This section had charge of the regulation and control of canned milk. S. J. Scudder, chief.

CANNED MILK WAR SERVICE COMMITTEE.

Appointed in May, 1917, to handle the details of allotments and determination of prices for the members of the National Canners' Association who were manufacturers of canned milk. The committee was continued September 27, 1917, and authorized to represent the industry with the Food Administration in the matter of controlling profits to the industry and price to the public. John F. Montgomery, chairman.

CANNON SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Established September 7, 1917. It handled all questions relating to the design and procurement of field and seacoast cannon and their accessories, which included everything connected with revision of design, development work, and the adoption of types as well as all matters of a technical nature and questions relating to erosion and interior ballistics. Originally the section contained the Design, Production, Purchase, and Inspection Branches, while there were added at one time or another Explosives, Trench Warfare, Projectile, Fuze, and Artillery Ammunition Branches. Later, in view of the fact that the Cannon Section had completed substantially the negotiations of its contracts, a reorganization was effected, by which the work of the section was distributed among the Design, Production, and Purchase Sections. That portion of the Cannon Section which had dealt with inspection continued to operate as a separate inspection unit because of its individual problems.

CANNON SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created January 14, 1918, to supervise and regulate the production of guns, carriages, and battery vehicles. It functioned through a Cannon Branch in charge of Maj. A. B. Hubbard, and a Carriage and Battery Vehicles Branch in charge of Maj. J. G. Serugham. Lieut. Col. H. B. Hunt, chief.

CANTONMENT DIVISION, QUARTERMASTER CORPS.

See *Construction Division of the Army.*

CANTONMENT ADJUSTMENT COMMISSION.

Created by the so-called Baker-Gompers agreement made by Secretary of War Baker and Samuel Gompers, president of the American Federation of Labor, on June 19, 1917, for the purpose of adjust-

ing and controlling wages, hours, and conditions of labor in the construction of cantonments. The commission was composed of three persons appointed by the Secretary of War, one to represent the Army, one the public, and one labor, the last to be nominated by Samuel Gompers. The agreement provided that in making adjustments with reference to each cantonment the commission should use the union scale of wages, hours, and conditions in force on June 1, 1917, in the locality where such cantonment was situated. It provided that consideration should be given to special circumstances arising after that date which might require particular advances in wages or changes in other standards. Adjustments made by the commission were to be treated as binding by all parties. The rules of procedure adopted under the agreement provided that the actual work of construction should not be interrupted pending a decision of the commission. On July 27, 1917, a supplementary agreement between Secretary Baker and Mr. Gompers was signed, providing that on order of the Secretary of War the agreement of June 19 might be extended to embrace any other construction work in addition to cantonment construction which might be carried on during the war by the War Department. On August 8, 1917, acting under this supplementary agreement, the construction of aviation fields was placed within the jurisdiction of the commission; and on September 4, 1917, the construction of warehouses and storage facilities was placed under its jurisdiction. Finally on December 28, 1917, the jurisdiction of the commission was extended to all construction work for the War Department. In September, 1918, by order of the Secretary of War, the name of the commission was changed to the Emergency Construction Wage Commission. The original members of the commission were Gen. E. A. Garlington, representing the Army; Walter Lippman, representing the public; and John R. Alpine, representing labor. A little later the representatives of the Army and the public were changed respectively to Col. J. H. Alexander and Stanley King. Mr. King was succeeded by E. M. Hopkins.

CAPITAL EXPENDITURES, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

Created March 12, 1918. It was the function of this division to authorize expenditures made by railroads for improvements which were chargeable to capital account, and to exercise supervision over such expenditures. Director, Robert S. Lovett, succeeded, on January 16, 1919, by T. C. Powell.

CAPITAL ISSUES COMMITTEE.

Created by act of Congress of April 5, 1918, which also created the War Finance Corporation. The Capital Issues Committee of the Federal Reserve Board was without legal status. To create a committee of statutory character the act established an independent organization. The measure provided for a committee of the same general organization and powers as those of the Reserve Board Committee, with the added features of legal sanction, definition of powers, and financial support. The act provided for seven members, to be appointed by the President, to serve not longer than six

months after the termination of the war, and to receive annual salaries of $7,500. Not less than three were to be members of the Federal Reserve Board. The committee was given authority to investigate and pass upon the issue of securities in amounts of $100,000 or more, this minimum to apply cumulatively to successive issues. Security issues and financial paper arising from ordinary business loans, refunding operations, railroad financing, and War Finance Corporation finance were specifically exempted from supervision by the committee. The act did not give the committee the mandatory and punitive powers requested by the Secretary of the Treasury, and it was without power to demand submittal of proposed issues or to compel compliance with its findings. The committee was organized May 17, 1918, taking over the subcommittee organization, the established cooperative connections, and in large part the personnel of the existing committee. The essential function of the committee was to determine the advisability, from the point of national interest, of the issue of new securities involving the expenditure of capital for extensions, improvements, and new enterprises. Issues of this character were approved only where the proposed expenditure contributed to war production or met a vital economic need. The primary service of the committee was in discouraging nonwar enterprises in general, including not only those proposing to produce nonessentials, but also those of State and local governments desirable in themselves, but not advisable in time of war. Incidental to this was its work in preventing the establishment of doubtful enterprises, in repressing the sale of worthless and fraudulent stocks, and in stimulating investment in war industries. It directly contributed to war finance by securing the cessation of all new security-selling during the period of the fourth Liberty loan drive. The committee's ability to control issues was in large measure due to the active cooperation of the industrial corporations, State and local officials, and the entire banking interests of the country. The volume of security issues officially passed on by the committee does not give an accurate index to the total issues discouraged, as the informal action of local organizations and the probability of committee disapproval sufficed to prevent the issue of a large volume. The committee suspended active operations on December 31, 1918. In its eight months of operation it passed upon applications involving issues of approximately $3,800,000,000, of which more than $900,000,000 was disapproved. Of the amount approved only $500,000,000 represented issues involving actual use of labor and material, the remainder not affecting the productive resources of the country. The personnel of the committee was as follows: C. S. Hamlin (chairman), F. H. Goff (vice-chariman), J. B. Brown, F. A. Delano, J. S. Drum, H. C. Flower, J. S. Williams.

CAPITAL ISSUES COMMITTEE, FEDERAL RESERVE BOARD.

Organized January 27, 1918, to pass upon the advisability of proposed issues of new securities during the war. The necessity for universal application of capital and resources to war work or governmental financial requirements called for some form of official control of security issues with a view to preventing unnecessary capital expenditures. In January, 1918, Secretary McAdoo re-

quested the Federal Reserve Board to pass upon such proposed issues as should be referred to it. The board created from its own membership a Capital Issues Committee, with a voluntary advisory committee of three. Subcommittees were formed for each of the 12 Federal reserve districts, consisting of the Federal reserve agent, the governor of the bank, and three others. District auxiliary committees, composed of leading investment authorities, were created as advisers to the subcommittees. The nonstatutory character of the committee and the absence of legal powers of control necessitated reliance upon the patriotic cooperation of persons wishing to issue new securities and of banking and investment interests involved. The committee enlisted the active cooperation of the banking interests, the State agencies in control of security issues, the State public utility interests, the State and local legislative bodies, and the various Washington boards and departments interested in industrial production. The committee adopted a policy of disapproval of all issues not clearly necessary for the prosecution of the war or the health and welfare of the people, with due regard given to the necessity for refunding of existing capital indebtedness and for safeguarding the interests of labor. During the major part of its existence the committee took cognizance only of issues of $500,000 or more in the case of general issues, and $250,000 in the case of municipal issues. This minimum was later reduced to $100,000. The committee passed upon applications involving issues of $478,500,000, of which $65,700,000 were disapproved. Of the amounts approved only $154,000,000 involved original issues, the larger amount being issued in refunding operations. The personnel of the committee was as follows: P. M. Warburg (chairman), F. A. Delano, and C. S. Hamlin. The advisory committee consisted of A. B. Forbes, H. C. Flower, and F. H. Goff. The war finance corporation act of April 5, 1918, created a statutory capital issues committee. The Federal Reserve Board Committee was merged into and superseded by the new committee on May 17, 1918.

CAR EFFICIENCY, CONFERENCE COMMITTEE ON; AMERICAN RAILWAY ASSOCIATION.

Created at a meeting of the American Railway Association, November 15, 1916, at the suggestion of the Interstate Commerce Commission to assist in overcoming the serious situation with reference to car shortage and supply. The committee consisted of six members and was "to sit constantly in Washington to deal with the car situation." Shortly after its creation the committee proceeded to Louisville, Ky., and joined with the car-service commission of the American Railway Association and a representative of the Interstate Commerce Commission in an informal conference on the car situation. Soon thereafter it issued circulars directing the return to the owners of all foreign open-top cars, and the relocation of fruit refrigerator and heater and box cars. Failing to secure obedience to its orders, owing in part to lack of authority, the committee was dissolved at a meeting of the Executive Committee of the American Railway Association held December 5, 1916. Its functions were delegated to the reconstituted commission on car service of the association. Chairman of Conference Committee, George Hodges.

CAR POOL, EASTERN RAILROADS, GENERAL OPERATING COMMITTEE, EASTERN RAILROADS' POOL.

Authorized December 5, 1917, by General Operating Committee, and effective same day. The administrative machinery of the pool consisted of its manager and the office and field assistants under the jurisdiction of the General Operating Committee. F. G. Minnick was made chairman of the pool. The purpose was to pool all railroad coal-carrying cars upon the lines coming under the jurisdiction of the General Committee, with the idea of obtaining the maximum efficiency in the handling of coal-car equipment. Periodical reports covering the car situation were required from all lines belonging to the pool, and orders were issued regulating the distribution of cars among the various roads. Under Federal control, the Eastern Railroads Car Pool continued to function under the Car Service Section of the United States Railroad Administration. H. G. German became manager.

CAR RECORD OFFICE, CAR SERVICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Opened May 15, 1918. In this office were recorded movements of cars, principally those carrying Government freight. It also directed the activities of special tracers covering important Government shipments. Manager, F. L. Stillman.

CAR REPAIR SECTION, DIVISION OF TRANSPORTATION (LATER OPERATION), UNITED STATES RAILROAD ADMINISTRATION.

Created March 29, 1918. Its function was to supervise the maintenance and repair of freight and passenger cars in all railway shops and outside points. The section was discontinued on July 1, 1918, its duties being taken over by the Mechanical Department of the Division of Operation, which was created on the same date. J. J. Tatum, manager.

CAR SERVICE, BUREAU OF; INTERSTATE COMMERCE COMMISSION.

This bureau, under the name of the Division of Car Service, was organized by the Interstate Commerce Commission on July 9, 1917, under authority conferred by the Esch Car Service Act, approved May 29, 1917. When the commission was reorganized, the name of the division was changed to that of the Bureau of Car Service. By the terms of the Esch Act, the commission was authorized to require carriers to file their regulations with respect to car service, to suspend these regulations in case of necessity, and to establish such rules of its own during rush times as in its opinion would best promote car service in the interest of the public. The act defines "car service" as including "the movement, distribution, exchange, interchange, and return of cars used in the transportation of property." Under the provision of the act, the bureau undertook to regulate car service and, where occasion required, it issued orders to carriers. In practice, the bureau worked through the Commission on Car Service of the Special Committee on National Defense, American Railway Association. E. H. DeGroot, jr., was designated to take charge of the organization and operation of the division (later

the bureau), assisted by August C. Gutheim. The organization also included, temporarily, H. C. Barlow, chairman of the Executive Committee, National Industrial Traffic League.

CAR SERVICE, COMMISSION ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Organized December 5, 1916. The Commission on Car Service was formed from a standing committee on car service of the American Railway Association, at a meeting of the executive committee of the Association held on December 5, 1916. It also took over the functions of the Conference Committee on Car Efficiency, which had been created on November 15, 1916, to meet the emergency created by the car shortage situation and traffic congestion. At a meeting of the American Railway Association, on February 2, 1917, further reorganization was effected at the suggestion of the Interstate Commerce Commission. As reorganized, the commission was to consist of five members, and was to sit in Washington; and in cooperation with the Interstate Commerce Commission was to enforce the new code of car service rules which the American Railway Association had adopted at their meeting of February 2. The necessary authority was delegated to the commission by means of a contract signed by the leading railroads of the country, which authority was to continue until May 1, 1917. Immediately upon the creation of the Executive Committee of the Special Committee on National Defense of the American Railway Association on April 11, 1917, the Commission on Car Service was made a subcommittee of that organization. As such, it submitted weekly reports to the Executive Committee, showing in detail the car situation throughout the country. It also assisted in the task of regulating car exchange and distribution, in the laying of freight embargoes, and in enforcing regulations designed to relieve traffic congestion. It functioned through subcommittees located at the more important cities and traffic centers of the United States. Originally 23, the number of these subcommittees was raised first to 28 and later to 30. They kept in close touch with the local situation, acting in conjunction with State railway commissioners, boards of trade, and the shippers' cooperative committees which were located at the same points. In each case the chairman was a railroad operating official with headquarters in the city in which the subcommittee was located, and all the lines entering the particular city were represented on the committee. The records and duties of the Commission on Car Service were later taken over by the Car Service Section of the United States Railroad Administration. The chairman of the commission as reorganized on December 5, 1916, was Fairfax Harrison. He resigned, however, and was succeeded by George Hodges, and upon the reorganization of February 6, 1917, C. M. Sheaffer became chairman.

CAR SERVICE DIVISION, INTERSTATE COMMERCE COMMISSION.

See *Car Service Bureau, Interstate Commerce Commission.*

CAR SERVICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created by an order of the Director General dated February 6, 1918, the effect of which was to retain in the service of the United States Railroad Administration the organization and practically the entire personnel of the Commission on Car Service of the American Railway Association, and its subsidiary organization, the Eastern Railroads Car Pool. The central organization was located at Washington, D. C., where there was also a Car Record Office which recorded the movement of cars in the transportation of Government freight. A Refrigerator and Tank Department was established in Chicago on July 1. A branch at Seattle was charged with the handling of cars in the far Northwest, the principal purpose being to afford adequate service for the vast quantities of forest products moving from that territory incident to aeroplane and shipbuilding construction. Among the functions of the section were the following: The relocation of freight cars; supervision, through the regional directors, of priorities in car supply and movement; supervision of such reports as were necessary in order to keep informed with reference to car service, embargo, and transportation conditions generally; and the issuing of the necessary instructions in all matters pertaining to car service to the regional directors and the individual roads. The Car Service Section worked in cooperation with the Canadian Railway War Board. W. C. Kendall was manager of the section.

CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE.

The trustees of the endowment at their annual meeting in Washington on April 19, 1917, declared by formal resolution their belief that the most effectual means of promoting durable international peace was by prosecuting the war against the Imperial German Government to final victory for democracy in accordance with the policy declared by the President of the United States. At the same time they offered to the Government the services of the Endowment's Division of International Law. This offer was communicated to and accepted by the Secretary of State and pursuant thereto the Division of International Law thereafter devoted the larger part of its resources, personnel, and activities to special work for the State Department in connection with questions of international law growing out of the war. Later the services of the division were centered upon special work which the department had deemed it desirable to have undertaken with respect to the effect of the war upon the rules of international law, and to the proposals which had been made for a world organization after the termination of the war. After the signing of the armistice, the director of the division, Dr. James Brown Scott, was appointed technical adviser to the American Commission to Negotiate Peace. George A. Finch, assistant director of the division, was appointed as one of the assistant technical advisers to the American Peace Commission. That part of the work which was unfinished at the time of the sailing of the American Peace Commission was carried on under the direction of Dr. S. N. D. North, acting secretary of the endowment, and the finished work forwarded to the peace conference from time to time. During the war the endowment also donated the use of one of its buildings to the Committee on Public Information.

CARNEGIE INSTITUTION OF WASHINGTON.

In April, 1917, immediately after the declaration of war, by resolution of its Executive Committee, the Carnegie Institution offered its services to the Government for the prosecution of the war. Especially worthy of mention among its contributions were the optical glass and nitrate investigations carried on in its Geophysical Laboratory; the construction at its Pasadena plant connected with the Mount Wilson Observatory of optical parts for fire-control instruments; the making of optical instruments for the Army and Navy by its Department of Terrestrial Magnetism, and the work of its Nutrition Laboratory at Boston on the gradations of undernutrition and the experiments with and special effects of fasting with reference to food conservation and food values. Dr. Robert Simpson Woodward, president.

CARRIAGE DIVISION, ORDNANCE DEPARTMENT.

In existence prior to the war and retained as one of the 10 divisions by office order No. 8, dated May 23, 1917. It was concerned with the design, procurement, alteration, and repair of field artillery vehicles, seacoast gun carriages, railway mounts, antiaircraft mounts, machine guns, motor vehicles, and fire-control instruments. It also provided and supervised means for the instruction of commissioned, civilian, and enlisted personnel required in this work. The work of the division was carried on through the following sections: General Control, Field Artillery, Machine Guns, Seacoast and Railway Mounts, Antiaircraft, Motor Equipment, Inspection Service, Drafting Supply. In July, 1917, the Production Section was organized. This section had supervisory duties and carried on studies and investigations in connection with the work of the various procurement sections. In accordance with office order No. 104 the Carriage Division was absorbed by new bureaus and divisions, most of the functions being carried by the new Procurement Division. The Inspection Section of the Carriage Division was taken over by the Inspection Division and the Drafting Supply Section by the Engineering Bureau. Lieut. Col. (later Brig. Gen.) J. H. Rice was in charge of the division.

CARRIAGE SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

The Production Section of the Carriage Division was transferred to the Production Division January 18, 1918, and became known as the Carriage Section. This section supervised and regulated the production of gun carriages. It functioned through the Statistical, Material, and Manufacturing Branches. Lieut. Col. H. W. Read, chief.

CARS, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Created May 1, 1917. The committee consisted of six members, including the chairman, and its duties consisted in keeping the Council of National Defense constantly advised of the car situation from the manufacturing point of view, in providing for an increased output of cars through coordination of the efforts of manufacturers, and in securing the most efficient use possible of existing rolling stock. It also assisted in supervising the design of cars and in regulating the distribution of American-built cars among the Allies, particularly

France, Russia, and Italy. The committee was dissolved on September 20, 1917. Chairman, S. M. Vauclain.

CAST-IRON BOILER AND RADIATOR MANUFACTURERS OF THE UNITED STATES WAR SERVICE COMMITTEE.

Organized at the request of the Building Materials Section of the War Industries Board to represent the industry before that section and the Priorities Board. Frederick W. Herendeen, chairman.

CAST-IRON PIPE MANUFACTURERS OF UNITED STATES WAR SERVICE BUREAU.

Organized at the request of the Construction Division of the Army in May, 1917, so that the Government could deal with one committee in securing its requirements of cast-iron pipe. This bureau worked independently until January 1, 1918, but after the fixing of basic iron and steel prices, the bureau filed prices with the Central Committee of the American Iron and Steel Institute for recommendation to the War Industries Board. The bureau never had an official connection with the institute and went out of existence December 31, 1918, after its services were no longer required by the Construction Division. N. F. S. Russell, manager.

CAST-IRON SOIL PIPE AND FITTINGS WAR SERVICE COMMITTEE.

Organized at the request of the Hardware and Hand Tool Section of the War Industries Board. De Coursey Cleveland, chairman.

CASTOR BEAN AND OIL ASSOCIATION (INC.), AMERICAN.

Organized in May, 1918, to act as consignee for the Bureau of Imports, War Trade Board, of all importations of castor beans and castor oil.

CATHOLIC WAR COUNCIL, NATIONAL.

In August, 1917, under the direction and by the authority of Cardinals Gibbons, Farley, and O'Connell, a general convention of the Catholics of the country was held at the Catholic University of America, Washington, D. C. At this convention three things were decided upon—first, that all Catholic war activities should be unified and coordinated for greater efficiency; secondly, that where necessary, local councils should be established in the various dioceses; and thirdly, that the Knights of Columbus be recognized as the body representing the church in the recreational welfare of the soldiers in the camps. In November, 1917, the 14 archbishops of the United States constituted themselves the National Catholic War Council for the purpose of carrying out these resolutions. The various activities of the War Council, except the supervision and appointment of chaplains, were directed by an administrative committee composed of four bishops. The council operated through three principal committees, as follows: Advisory Finance Committee, Committee on Special War Activities, and Knights of Columbus Committee on War Activities. His Eminence James Cardinal Gibbons was president of the Council and Right Reverend Peter J. Muldoon was chairman of the Administrative Committee.

CEMENT, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Organized in May, 1917. The committee distributed orders to manufacturers and maintained production and shipments so that Government construction would not be delayed. When the committees of the Council of National Defense were dissolved, it was organized as a war service committee with the same personnel and functions. John R. Morron, chairman.

CEMENT AND REINFORCED CONCRETE PIPE WAR SERVICE COMMITTEE.

Organized at the request of the Building Materials Section of the War Industries Board with A. M. Hirsh as chairman.

CENSORSHIP BOARD.

Established by Executive order on October 12, 1917, for the purpose of censoring communications by mail, cable, radio, etc., passing between the United States and foreign countries. It included representatives of the Secretary of War, Secretary of the Navy, Postmaster General, and the War Trade Board, and also the chairman of the Committee on Public Information. The details of the actual censorship of the mails and the control and disposal of the information disclosed were determined by the representatives on the committee of the other three departments, but the administration of the service was exercised by the Post Office Department through its representatives on the Censorship Board and the Postal Censorship Committees. It organized on October 17, 1917, under the chairmanship of Robert L. Maddox, the representative of the Post Office Department. The work of censoring the mails was begun on November 2. Postal censorship committees were established at various points in the United States and its dependencies, and also at the United States Postal Agency in Shanghai, China. The postal censorship rendered great assistance in enforcing the provision of the Trading With the Enemy Act, in preventing the transmission of propaganda, and in disclosing information of military value. After the signing of the armistice, its activities were curtailed to a very considerable extent, and it was discontinued entirely with the close of business June 21, 1919.

CENSUS, BUREAU OF; DEPARTMENT OF COMMERCE.

The Bureau of the Census took on various additional activities connected with the war. These were as follows: (1) Census of nitric acid and of acids and materials used in the manufacture of explosives, for the Council of National Defense; (2) inquiry in regard to production of dental gold, for the Federal Reserve Board; (3) census of war materials and commodities, for various war agencies; (4) preparation of list of shipbuilding establishments, for United States Shipping Board; (5) preparation of data, for United States Fuel Administration; (6) census of commercial greenhouses, for War Industries Board. For the Provost Marshal General, the Bureau of Census made the estimates of men affected by the first draft, the classification of occupations of registrants, and the allocation of enlistments. This work was done by the Division of Manufacturers,

Division of Agriculture, Geographic Division, Division of Population, and the Division of Revision and Results. Samuel L. Rogers, director.

CENTRAL COMMITTEE ON TERRITORIAL QUESTIONS.

See *Territorial Questions Commission, Peace Conference.*

CENTRAL DISBURSING DIVISION, QUARTERMASTER GENERAL.

Established June 12, 1918. Subordinate to it were the Pay and Mileage, the Personal Deposits and Allotments, and the Transportation and Telegraph Branches. Besides the functions indicated by these titles, the division through its various branches handled the accounts of the Commission on Training Camp Activities, the Commission on Education and Special Training, and the Committee on Classification of Personnel in the Army, also the payment of the traveling expenses of civilian employees, and the settlement of all other accounts not pertaining to depots. On October 21, 1918, the Central Disbursing Division was transferred to the Office of the Director of Finance. Lieut. Col. P. L. Smith, chief.

CENTRAL ELECTRIC FREIGHT ASSOCIATION.

Organized in the latter part of the year 1917 and included the electric roads of Ohio, Indiana, Illinois, Wisconsin, and Michigan. Upon being organized it at once undertook the task of assembling statistics with reference to various phases of electric railway transportation, including rolling stock, connections, rates, and routes, with the idea of facilitating the movement of freight. A particular effort was made to assist in the handling of freight at certain of the larger terminals, in order to relieve the railroads of a part of their traffic burden.

CENTRAL WESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created June 11, 1918, by a division of what had previously been known as the Western Region. The region included lines running in a southwesterly direction from Chicago and Kansas City toward the Pacific Coast, traversing Illinois, southern Iowa, northern Missouri, Kansas, Nebraska, Wyoming, southern Idaho, Colorado, New Mexico, Utah, Arizona, Nevada, and California. The principal roads were the following: Union Pacific; the Atchison, Topeka & Santa Fe; the Chicago, Rock Island & Pacific, excepting that portion of its lines included in the Southwestern Region; the Chicago & Alton; Chicago & Eastern Illinois; the Chicago, Burlington & Quincy; Colorado & Southern; Northwestern Pacific; Oregon Short Line; the Southern Pacific lines west of El Paso and Ogden, excepting north of Ashland, Oreg.; the Western Pacific; and the El Paso & Southwestern. Hale Holden, president of the Chicago, Burlington & Quincy, was regional director, with headquarters at Chicago.

CEREAL DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized July 29, 1918, superseding the Milling Division, which then became the Flour Milling Section. The division was closely

allied with the Food Administration Grain Corporation, and took charge of all matters relating to grain, including warehousing control, milling, and exporting. Zonal agents, who were vice presidents of the Grain Corporation, carried on the activities of the Cereal Division in the field. The division was subdivided into the Coarse Grain Section and the Flour Milling Section. Julius H. Barnes, chief.

CEREAL SECTION, ENFORCEMENT DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized July 1, 1918, to handle all matters of enforcement relating to cereals. All violations reported by the field representatives of the Cereal Division were referred to this section for settlement. Alfred Brandeis, chief.

CHAIN SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Organized April 11, 1918, to obtain data as to sources of supply for chains. On April 25, at request of this section, chain manufacturers representing 90 per cent of the country's production met in Washington. By May 22 representatives of all governmental departments interested were attending the weekly meetings of the section. Manufacturers were encouraged by the section to increase production of heavy ships' cables to meet the production schedule of the Shipping Board. Many types, styles, and sizes of trace chains were eliminated by the Conservation Division, War Industries Board, and production was restricted. On November 20, 1918, the priorities commissioner approved removal of fifty per cent of the restriction on production of trace, harness, porch swing, and chandelier chains, with no change in sizes and standards. The section was discontinued December 4, 1918. John C. Schmidt, chief.

CHAIN WAR SERVICE COMMITTEE.

Organized July 19, 1918, at a meeting of chain manufacturers, at which time the National Association of Chain Manufacturers was created. Subcommittees were appointed for the welded chain group, transmission chains and sprocket group, and for the weldless and hardware group. The chairmen of these three committees formed a general war service committee. The committees cooperated with the Chain Section of the War Industries Board. C. M. Power, chairman.

CHALKS AND CRAYONS WAR SERVICE COMMITTEE.

Appointed October 23, 1918, to represent the four manufacturers of chalks and crayons in the United States. C. W. Hord, chairman, succeeded November 19, 1918, by George E. Parmenter.

CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA.

The Chamber of Commerce of the United States during the war directed its efforts toward establishing a leadership for business men and industry. The chamber advocated a policy of no special profits from war contracts, a program of heavy taxation to meet war expenses, and coordination and devotion of the industrial resources of the country to support the war. The chamber held a war convention

in September, 1917, to consider the appointment of committees of industry to take the place of the advisory committees of the Council of National Defense. The Reconstruction Congress of American Industries held in December, 1918, brought together all war service committees of related industries into groups, where the general problems of reconstruction were taken up. The special activities of the chamber were carried on through the following committees: Quartermaster Advisory Committee, War Finance, War Pay Rolls, Food Administration, Shipping, Cooperation with Council of National Defense, Price Fixing, War Committee, War Service Executive and Advisory Council, Coal Conservation, Industrial Relations, and Immigration. R. G. Rhett was president until April, 1918, when he was succeeded by Harry A. Wheeler.

CHARTERING COMMITTEE, OPERATIONS DIVISION, UNITED STATES SHIPPING BOARD.

A committee of three appointed September 29, 1917, to administer the resolution of the United States Shipping Board that no vessels should be chartered to an American or neutral except with the approval of the board. After March 29, 1918, it controlled cargoes and voyages of all such chartered vessels; and after April 18, charters of neutral vessels were forbidden except to the Shipping Board. These powers were enlarged by proclamation of July 29, under act of Congress of July 18, 1918; and on January 9, 1919, these prohibitions were relaxed. Besides the aforenamed powers the Chartering Committee had authority to fix outward and homeward charter rates, and freight rates on merchandise shipments. It worked in concert with the Shipping Control Committee and the Allied Maritime Transport Council in deciding where tonnage could be used to best advantage and in securing it for such purposes. Until March, 1918, the War Trade Board had enforced the rulings of this committee. W. Ring, chairman. With the passing of the war emergency the duties of the committee decreased, and it was dissolved on March 1, 1919, transferring its remaining activities to the Division of Operations.

CHEMICAL ALLIANCE (INC.).

Incorporated July 30, 1917, in the State of Connecticut at the request of the Department of Commerce to meet certain conditions which were arising in connection with the handling of foreign pyrites. By a letter of December 19, 1917, B. M. Baruch, then commissioner of raw materials, War Industries Board, indorsed its act of December 4, 1917, which took over formally the various subcommittees of the Chemicals Cooperative Committee of the Council of National Defense. All importations of pyrites were consigned to the Chemical Alliance and then distributed. This was done at the request of the Bureau of Imports, War Trade Board. It handled the problems affecting the chemical industry through the following nine sections: Acids, By-Products of Coal and Gas, Foreign Pyrites, Electro-Chemicals, Fertilizer, Miscellaneous Chemicals, Alkali, Domestic Pyrites and Sulphur, Dyestuffs and Intermediates.

CHEMICAL COMMITTEE, WAR INDUSTRIES BOARD.

See *Chemicals and Explosives Division.*

CHEMICAL GLASS AND STONEWARE SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed April 6, 1918, to handle the following commodities: Chemical glass, glass carboys, chemical stoneware, asbestos, and magnesia. It was first operated as a section of the Chemicals and Explosives Division under direction of the Council of National Defense and under the War Industries Board since its creation as a separate organization May 28, 1918. The section took steps to increase or decrease production as its data showed shortages or surpluses and allocated the available supplies. It was discontinued December 31, 1918. Robert M. Torrence, chief.

CHEMICAL WARFARE SERVICE.

Created by Executive order June 25, 1918, under authority of the act of May 18, 1917, and the Overman Act of May 28, 1918. Maj. Gen. William L. Sibert was detailed as Director of the Chemical Warfare Service, being relieved from duty as director of the Gas Service. The newly formed branch included the Chemical Service Section of the National Army, the gas-defense production of the Medical Department, the gas-offense production of the Ordnance Department, and the research work that had been developed by the Bureau of Mines. The field organization was divided into the Gas Offense, Gas Defense, Training, Development, Research, Administrative, European, and Medical Divisions. The defensive warfare was turned over to the Engineer Corps, which has been directed to carry out research and experimental work in the future. Edgewood Arsenal, which was used for gas offense, was ordered on February 3, 1919, to be returned to the Ordnance Department and became a part of the Aberdeen Proving Ground.

CHEMICALS, COOPERATIVE COMMITTEE; COUNCIL OF NATIONAL DEFENSE.

Organized in spring of 1917, at verbal request of B. M. Baruch, to perform the following functions: Reduction and stabilization of prices by voluntary agreement of producers, development of new resources, obtaining priorities, and allocation. The committee concluded census on: (1) Pyrites and sulphur requirements; (2) existing toluol capacities and potential capacity of gas plants for its production; (3) sulphuric and nitric acid capacities; and (4) munitions, capacities and requirements. It issued a weekly report of a general nature and a separate report on deficiencies, with suggestions, on October 30, 1917. "Confusion in responsibility and conflict of authority encountered in many directions served to prevent establishment of an authoritative and composite organization." It worked through the following subcommittees: Acids, Alkalies, Coal-Tar By-Products, Electro-Chemicals, Fertilizers, Miscellaneous Chemicals, Pyrites, and Sulphur. The committee made its last report November 10, 1917, when it turned over its records and functions to the War Industries Board. The Chemical Alliance was organized to take over the functions of this committee. William H. Nichols, chairman.

CHEMICALS, DIVISION OF; UNITED STATES FOOD ADMINISTRATION.

Organized October 17, 1917, to have charge of ammonia, arsenic, and other chemicals. Sisal and jute were later added, and on Janu-

ary 15, 1918, the division became known as the Division of Chemicals, Sisal, and Jute. The name was changed May 14, 1918, to Division of Collateral Commodities, and other commodities came under the jurisdiction of this division. Charles W. Merrill, in charge.

CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed June 1, 1918, succeeding the Chemicals and Explosives Division and continuing with the following organization: Acids and Heavy Chemicals, Alkali and Chlorine, Chemical Glass and Stoneware, Creosote, Ferro-Alloys, Mica, Nitrates, Paint and Pigment, Platinum, and Technical and Consulting Sections; dropping Coal-Gas Products, Fine Chemicals, Sulphur, Alcohol, and Pyrites, Tanning Materials, and Wood Distillation Products, while substituting or adding for them Artificial Dyes and Intermediates, Asbestos and Magnesia, Electrodes and Abrasives, Ethyl Alcohol, Gold and Silver, Industrial Gases and Gas Products, Miscellaneous Chemicals, Refractories and Native Products, Sulphur and Pyrites, Tanning Materials and Natural Dyes, and Wood Chemical Sections. The division collected data regarding productive capacity, secured governmental and civilian requirements, increased production, allocated supplies, and acted in general as the point of contact between the departments using chemicals and articles in which they are in combination, and the organizations producing them. The division was discontinued December 31, 1918. Charles H. MacDowell, director.

CHEMICALS SECTION, MISCELLANEOUS; CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Changed from the Fine Chemicals Section on April 23, 1918, to handle all chemicals not under separate sections. The Chemical Alliance (Inc.) cooperated with and reported to this section. It was discontinued December 31, 1918. A. G. Rosengarten, chief.

CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

The Chemicals Committee was formed April 17, 1917, under the Raw Materials Committee of the Council of National Defense, which grew into the Chemicals and Explosives Section of the War Industries Board with C. H. MacDowell in charge of nitrates and general chemicals, and M. F. Chase and L. L. Summers having charge of general explosives. It was reorganized about November 1, 1917, as the Chemicals and Explosives Division. It worked through the following commodity sections: Acids and Heavy Chemicals, Alkali and Chlorine, Chemical Glass and Stoneware, Coal-Gas Products, Creosote, Ferro-Alloys, Fine Chemicals, Mica, Nitrates, Paint and Pigment, Platinum, Sulphur, Alcohol, and Pyrites, Tanning Materials, Technical and Consulting, and Wood Distillation Products. These sections were formed gradually as new production was needed, as arrangements were made for international control, and as necessity for commandeering and allocation of products arose. Prices on acids were fixed by the Price Fixing Committee. This division was divided into the Chemicals and the Explosives Divisions, on June 1, 1918. L. L. Summers, director.

CHEMICALS, SISAL, AND JUTE, DIVISION OF; UNITED STATES FOOD ADMINISTRATION.

When sisal and binder twine were added to the Division of Chemicals on January 13, 1918, its name was changed first as above, and then on May 14, 1918, to Division of Collateral Commodities.

CHEMICALS STATISTICS, JOINT OFFICE ON; CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Organized in January, 1918, as an outgrowth of the Division of Statistics, Council of National Defense, under the supervision of Army, Navy, and War Industries Board representatives. Its functions were to compute and codify statistics in regard to production of chemicals and explosives and the amount of raw material consumed. It issued a bimonthly bulletin, Propellants and Explosives, which it sent to persons concerned, the last bulletin being as of date January 20, 1919. The office was discontinued January 31, 1919. Capt. W. B. Rice, manager.

CHEMISTRY, BUREAU OF; DEPARTMENT OF AGRICULTURE.

A continuing bureau of the department, which during the war was able through its trained specialists to be of service to many departments of the Government: (1) It aided the organization of war agencies, such as the bakery inspection service, whose various experts cooperated with the United States Food Administration. (2) It performed consultation and committee service. The bureau was called on to answer thousands of technical questions. The chief of the bureau and members of the scientific staff served on many important committees connected with the United States Food Administration, National Research Council, War Trade Board, and War Industries Board. (3) It prepared specifications for war material. This service was rendered to the Quartermaster Corps in preparing specifications for food products. This work was done by the Food Control, Pharmacognosy, and Water Laboratories. (4) It tested supplies for Army and Navy, including not only articles of food and drink, but also leather, greases, tanning materials, and food containers. (5) It conducted technical investigations of war problems. These investigations included sensitizing dyes, dyes for color screens, processes for making secondary alcohol, acetones and ketones, photographic chemicals, smoke screens, dyes for blood studies, incendiary bullets, charcoal, supply of rare carbohydrates for research work, development of explosives, pungent compounds, production of caustic soda, leather, baling for oversea shipment, fire proofing, and fiber containers. (6) It conserved essential materials. This program included conservation of tin plate, ammonia, arsenic, acetic acid, fish, wheat, poultry and eggs, sugar, fats, and oils. Cotton gins, grain elevators, and thrashing machines were inspected in an effort to prevent explosions and fires. The Bureau of Chemistry carried on its activities through its various divisions, Drug, Miscellaneous, and Dehydration, and through its various laboratories, Animal, Physiological, Chemical, Carbohydrate, Color Investigation, Food Control, Food Investigation, Fruit and Vegetable Utilization, Leather and

Paper, Microbiological, Microchemical, Nitrogen, Oil, Fat and Wax, Pharmacognosy, Pharmacological, Phytochemical Protein Investigation, Water, Citrus By-Products, and Food Research. D. A. L. Alsberg was chief of the bureau during the period of the war.

CHEMISTRY AND CHEMICAL TECHNOLOGY DIVISION, NATIONAL RESEARCH COUNCIL.

This division worked especially in cooperation with manufacturers to utilize waste and by-products, in devising substitutes for raw materials, and in promoting manufacture of wholly new substances. It had committees on Nitrate Investigations, A. A. Noyes, chairman; and on Explosives Investigations, C. E. Munroe, chairman; and 10 special committees: Chemical Apparatus, Ceramics, Textiles and Fabrics, Glass, Fuels, Colloids, Soils and Fertilizers, Synthetic Drugs, Chemical Engineering, and Rubber. John Johnston, chairman.

CHEWING GUM MANUFACTURERS AND ALLIED TRADES NATIONAL ASSOCIATION.

Organized June 21, 1918, to cooperate with Government during period of the war in connection with the importation and distribution of the various raw materials used in the manufacture of chewing gum. Carwin R. James, president. B. L. Atwater was chairman of the War Service Committee, which carried out the war activities of the association.

CHILD CONSERVATION SECTION, FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Organized October 1, 1918. It took over the functions of the Child Welfare Section of the Woman's Committee of the Council. Dr. Jessica B. Peixotto was head of the section. In March, 1919, she was succeeded by Mrs. Ina J. N. Perkins.

CHILD LABOR DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

Created May 1, 1917, for the enforcement of the Federal child-labor law, which became operative on September 1, 1917, one year after date of passage. After this law was declared unconstitutional by the Supreme Court of the United States on June 3, 1918, the division was continued for the purpose of investigating and reporting upon questions relating to the employment of children and upon legislation affecting them in the several States and Territories. On July 12, 1918, the War Labor Policies Board agreed that there should be incorporated in all Government contracts a clause providing that in carrying out a contract the employer should not employ any minor under the age of 14 years or permit any minor between the ages of 14 and 16 years to work more than eight hours in any one day, more than six days in any one week, or before 6 a. m. or after 7 p. m. On July 19, 1918, the War Labor Policies Board voted that the machinery of the Child Labor Division be utilized by all departments in administering the above clause. Director, Miss Grace Abbott; acting director after August 1, 1918, Miss Ellen N. Matthews. Washington, D. C.

CHILD WELFARE COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Created in March, 1918. It was composed of representatives of educational institutions, governmental bureaus, and various other organizations. It cooperated with the Children's Bureau of the Department of Labor in the plans for the "Children's Year." It issued to the States through the State Councils Section and the Woman's Committee of the Council of National Defense a program covering the problems of the child up to the school age and prepared the program covering the problems of the child of school age. Chairman, Samuel McC. Hamil, M. D.

CHILD WELFARE DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department cooperated with the Children's Bureau of the Department of Labor and the General Medical Board of the Council of National Defense in promoting work for the protection of children. A "Children's Year" campaign, to extend from April 6, 1918, to April 6, 1919, carried out a program to secure the public protection of mothers and children, enforcement of all child-labor laws, full schooling for children of school age, recreation, and protection from exploitation. Two definite drives were undertaken, first for the weighing and measuring of children of pre-school age, with certain follow-up measures; the second, a drive for recreation facilities. Dr. Jessica B. Peixotto, executive chairman, January, 1918, to January, 1919; Mrs. Ina J. N. Perkins, January to July, 1919; Mrs. Josiah E. Cowles, chairman.

CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent bureau in the Department of Labor, whose function is to investigate and report on all matters pertaining to child welfare. No special section or branch was created during the war, but certain extra war activities were undertaken by the existing agencies of the bureau. The Child Labor Division was given charge of enforcing the child-labor provisions of Government contracts as prescribed by the War Labor Policies Board. On April 6, 1918, a special Children's Year Campaign was inaugurated by the bureau to promote work for the protection of children throughout the second year of the war. This campaign was waged in cooperation with the Child Welfare Department of the Woman's Committee, later changed to the Child Conservation Section of the Field Division, Council of National Defense. Use was made of the numerous local committees of the latter for carrying on the publicity work. In the latter part of 1918, the bureau inaugurated a vigorous back-to-school drive to encourage the return to school of children who had obtained jobs during the war. Chief, Miss Julia C. Lathrop, Washington, D. C.

CHLORINE WAR SERVICE COMMITTEE.

Organized October 9, 1918, at a meeting called by the Pulp and Paper Section of the War Industries Board. This committee represented the chlorine industry in the United States. F. J. Sensenbrenner, chairman.

CIGAR WAR SERVICE COMMITTEE.

Created as an advisory committee of the Tobacco Section of the War Industries Board. Henry Esberg, chairman.

CIVIC AND EDUCATIONAL COOPERATION, DIVISION OF, COMMITTEE ON PUBLIC INFORMATION.

Organized in May, 1917. The division, with the assistance of numerous historians and other scholars, edited or wrote the pamphlets which were issued as the Red, White and Blue Series and the War Information Series. It had the close cooperation of the National Board for Historical Service. Disbanded December 31, 1918. Guy Stanton Ford, director.

CIVIL DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

In existence prior to outbreak of war. The work of this division related, in brief, to the finances, commercial contracts, correspondence, files, and records of the Bureau of Ordnance. To carry out these functions were a Finance and Special Contract Section, a Requisitions and Open Purchase Contract Section, and a Files and Records Section.

CIVIL AERIAL TRANSPORT COMMITTEE.

Established November 19, 1917, to supersede the Committee on Aerial Mail Service. This committee advised in regard to the Aerial Mail Service, the problems connected with the application of aircraft to civil purposes, and the utilization of military airplanes and aviators after the war for such purposes. Cooperation was maintained with similar organizations of other nations. W. F. Durand, chairman.

CIVIL SERVICE COMMISSION.

A permanent commission of three members organized on March 9, 1883, for the purpose of holding examinations and making appointments for the Government civil service. During the war as a result of the exceptional demand for civil service employees the work of the commission assumed greatly enhanced importance. During the fiscal year ending June 30, 1917, the commission examined 212,114 persons, of whom 86,312 were appointed. In the next fiscal year, during the war, 608,747 persons were examined, of whom 242,173 were appointed, and it is estimated that during the entire 19 months of the war more than 950,000 persons were examined, of whom about 400,000 were appointed. For many positions there was a scarcity of applicants and it was necessary for the commission to actively canvass the country. This was accomplished through the 3,000 local boards of examiners distributed in all parts of the country, through the cooperation of postmasters at third-class offices, through posters, lantern slides at motion-picture theaters, card displays in street cars, notices in newspapers, magazines, and trade periodicals. A campaign was inaugurated for the training of persons in various lines of work in which there was a shortage of personnel. In this campaign the commission secured the cooperation

of a number of colleges and technical schools. The members of the commission were John A. McIlhenny, president, Charles M. Galloway, and Hermon W. Craven.

CIVILIAN RELATIONS, DIRECTOR OF.

See *Secretary of War, Third Assistant.*

CIVILIAN RELIEF, DEPARTMENT OF; AMERICAN NATIONAL RED CROSS.

This department supplied the need for accurate information on allotments, allowances, insurance, compensation, military regulations, etc., on the civil relief act, and on other laws and rules which applied to the affairs of soldiers' and sailors' families. It functioned outside of the central organization through Home Service Sections in the cities and towns, giving the same aid and assistance to the soldiers' families. The department functioned through the following bureaus: Home Service, Disaster Relief, Christmas Seals, Executive Personnel, and Division Directors. W. Frank Pearsons, director general.

CLAIMS BOARD, ORDNANCE DEPARTMENT.

The Claims Board was created November 2, 1918, to take charge of the settlement of claims arising under contracts executed by the Ordnance Department. On November 15, it took over the duties of the Board to Review the Projects for New Facilities Now Authorized or Proposed, which had been established on October 26, 1918. It was also provided that after November 15, 1918, no officer or employee of the Ordnance Department could directly or indirectly order or otherwise direct the expedition, cancellation, suspension, or curtailment of any contract work without the authority of the Claims Board. On December 24, 1918, the Claims Board also took over the functions of the Compensation Board, established July 24, 1917. On February 25, 1919, two subcommittees were created: Sale of Buildings and Equipment, and Sale of Materials. On February 12, 1919, the board included six officers. Brig. Gen. W. S. Pierce, chairman.

See *War Department Claims Board.*

CLAIMS BOARD, WAR DEPARTMENT.

A post-armistice War Department board, created January 20, 1919, by order of the Secretary of War, to supervise and coordinate the work of the agencies engaged in the settlement of the claims that resulted from the modification or termination of war contracts after the armistice. The act of Congress of March 2, 1919, authorized the Secretary of War to settle claims arising from informal agreements that had not been executed in the manner prescribed by law. The Secretary delegated this authority to the Claims Board. It devolved upon the board to classify the various types of claims, to establish the methods of procedure in the verification, adjustment, and settlement of claims, to supervise the work of the subordinate agencies engaged in adjustment, and to approve the final awards in settlement. The subordinate agencies were the claims boards of the individual War Department procurement bureaus and the district claims boards established in the industrial centers to make preliminary adjustment of claims against the various bureaus. The board was further

authorized to make use of existing organizations, such as the Board of Appraisers and the Board of Contract Adjustment. Claims were classified as those arising from formal contracts legally executed, or arising from informal agreements made under authority of the Secretary of War and established by written evidence, and those arising from all other kinds of informal agreements, including those made by an officer or agent acting under authority of the President. The procedure in general in the case of the first two types involved preliminary adjustment and recommendation of an award by the district board of the bureau concerned and approval of the award by the Bureau Claims Board and by a special member of the Claims Board sitting with each of the bureau boards. The signature of a member of the Claims Board was necessary for final award in the case of informal agreements. Appeals from awards by the bureau boards were carried to the Board of Contract Adjustment. In the third type of claims the Board of Contract Adjustment, or in certain cases the Board of Appraisers, had original jurisdiction. The Claims Board membership was as follows: Benedict Crowell, Assistant Secretary of War (president), Maj. Gen. G. W. Burr, W. H. Davis (counsel), G. H. Dorr, Brig. Gen. H. M. Lord, Col. H. H. Lehman, and R. D. Stephens. The special members of the board, appointed to represent the various bureaus, were as follows: Maj. F. G. Bolles, Maj. J. R. Frazer, H. T. Goodhart, H. T. Hunt, Col. C. A. McKenney, Lieut. Col. E. J. W. Proffitt and Maj. H. D. Rawson.

CLAIMS BRANCH, FINANCE AND ACCOUNTS DIVISION, QUARTERMASTER GENERAL.

At the beginning of the war this branch was attached to the Administrative Division of the office of the Quartermaster General. In August it was transferred to the Finance and Accounting Division. From January 12 to April 16, 1918, its duties were taken over by the Administrative Division. Upon the reorganization of the Finance and Accounts Division after April 16 the branch again became part of that division, which on October 21, 1918, was transferred to the office of the Director of Finance. The branch passed on all claims on the Quartermaster Corps, including claims for damage to private property due to military operations. Lieut. Col. J. Q. A. Brett was head of the branch.

CLAIMS BRANCH, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created February 28, 1919, to examine and prepare claims for property lost, damaged, or destroyed in the military service. Capt. B. Hartley, chief.

CLAIMS AND PROPERTY PROTECTION SECTION, DIVISION OF LAW, UNITED STATES RAILROAD ADMINISTRATION.

Created September 1, 1918. This organization took over the functions of the Section for the Protection of Railroad Property and Property of Shippers in Transit, organized March 26, 1918, and the Freight Claim Section, established August 1, 1918, both belonging to the Division of Law. The work of the secret service branch was taken over by the secret service and police section of the Division

of Operation on January 1, 1919. The section had jurisdiction over loss and damage freight claims and personal injury claims, as well as the prevention of such claims. It also undertook to protect the railroads from theft, padding of pay rolls, and embezzlements, and assisted in the prosecution of offenders against Federal laws covering such crimes. John H. Howard, manager.

CLASSIFICATION BOARD, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created May 6, 1919, to have charge of the classification, routing, investigation, and settlement of claims forwarded by the auditor for the War Department to the War Department Claims Board. Capt. D. B. Van Dusen, chief.

CLASSIFICATION, DIVISION OF, POST OFFICE DEPARTMENT.

A permanent organization. With the vast increase of matter mailed by the various war agencies under the penalty privilege it became more necessary for the division to wire instructions and conduct a large correspondence relating thereto. The division was charged with the responsibility of extending the domestic rates of postage, classification, and other conditions to mail matter for the American Expeditionary Forces. Arrangements were also made for the distribution of magazines to soldiers and sailors at a nominal rate of postage. Superintendent, William G. Wood, reporting to Alexander M. Dockery, Third Assistant Postmaster General.

CLAY ROOFING TILE WAR SERVICE COMMITTEE.

Organized at the request of the Building Materials Section to represent the industry before that section and the United States Fuel Administration. A. W. Brown, chairman.

CLAY WAR SERVICE COMMITTEE.

Organized October 15, 1918, to represent the manufacturers of ball, kaolin, paper, paint, crucible and allied clays. The committee worked with the Chemicals Section of the War Industries Board. D. R. Edgar, chairman.

CLEARANCE COMMITTEE, WAR INDUSTRIES BOARD.

Originally formed as an administrative committee of the General Munitions Board of the War Industries Board when it was formed August 1, 1917, with Lieut. Col. C. C. Bolton as chairman until May 3, 1918, when he was succeeded by Rear Admiral F. F. Fletcher. The General Staff, Navy Department, Emergency Fleet Corporation, Purchasing Commission for the Allies, United States Food Administration, Army supply bureaus, and more important sections of General Munitions Board each had representatives on this committee. In September, 1917, it was given the additional duties of adjusting matters of priority between the departments represented and of informing the divisions of the War Industries Board of threatened or developing shortages. The reorganization of the committee May 3, 1918, was due to the organization of Purchase and Supply Branch of Purchase, Storage and Traffic Division, and a change of function

was made by the organization of the Requirements Division, War Industries Board, which limited the duties of the committee to clearance on current purchases of commodities as distinguished from future requirements. The committee was discontinued July 24, 1918, owing to the increased number of purchases and resultant impracticability of action at a committee meeting, but a clearance office to supervise purchases was continued until the signing of the armistice.

CLEARANCE OFFICE, REQUIREMENTS DIVISION, WAR INDUSTRIES BOARD.

Organized July 24, 1918, as the central and single point of contact between the governmental purchasing agencies and the War Industries Board. Its duties were: To record, forward to the proper section, and follow all clearance requests; to handle communications relative to all requests; to keep sections informed of clearances by other sections; to keep every purchasing department of the Government informed of contemplated purchases by other departments. During the existence of the Clearance Committee and the Clearance Office approximately 29,000 clearances were handled, 80 per cent coming from the War Department, 15 per cent from the Navy Department, and 5 per cent from all others. Only about 5 per cent of all requests for clearances were refused. J. C. Musser, chief.

CLEARANCE SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. The section decided clearances as between the various War Department agencies and secured clearance for the War Department from the War Industries Board. It also represented the War Department on the Clearance Committee of that board. The section was disbanded immediately after the signing of the armistice. Capt. Stanley Williamson, chief.

CLIMATOLOGICAL DIVISION, UNITED STATES WEATHER BUREAU, DEPARTMENT OF AGRICULTURE.

One of the permanent organizations of the Weather Bureau, continuing its normal functions during the war. It cooperated with the Surgeon General's Office in the preparation of meteorological data and in making a series of observations required in connection with studies of dietetics, camp sanitation, etc. Preston C. Day, chief.

CLOCKS AND CLOCK WATCHES WAR SERVICE COMMITTEE.

Organized in August, 1918, to represent the manufacturers of clocks and clock watches. The committee worked with the Finished Products Division and the Conservation Division of the War Industries Board. Walter Camp, chairman.

CLOTHES WRINGERS' WAR SERVICE COMMITTEE.

Organized August 17, 1918, to represent the manufacturers of clothes wringers with the Hardware and Hand Tools Section of the War Industries Board. B. A. Walker, chairman.

CLOTHING DIVISION, RUBBER WAR SERVICE COMMITTEE.

Appointed November 27, 1917, to take up the question of Army raincoats. The committee met with the manufacturers of rubber clothing and drew up plans for the elimination of styles and a general reduction of lines manufactured, to meet the request of the Conservation Division of the War Industries Board. The measures of conservation agreed upon were continued until June 1, 1919. Lincoln Cromwell, chairman.

CLOTHING AND EQUIPAGE BRANCH, CLOTHING AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

The old name of branch according to paragraph 281, Quartermaster General Manual, 1916. It functioned under the Supplies Division to January 18, 1918, when it was abolished, its duties being transferred to the Supplies and Equipment Division. Albert L. Scott, chief.

CLOTHING AND EQUIPAGE BRANCH, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918, to supervise storage, distribution, and maintenance of stocks of all classes of clothing and equipage. It functioned through the following sections: Clothing, Equipage, Salvage, Shoes and Leather Goods, Material. L. R. Ach, chief.

CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 18, 1918, by merging the Quartermaster Purchasing and Manufacturing Offices, formerly Purchasing Branch of Philadelphia Depot, and the Committee of Supplies, Council of National Defense. On January 26, 1918, the name of division was changed to Supplies and Equipment Division, but it was changed back to the old name on May 18. It functioned at first through the following service bureaus: Central Office, Service, Research, Production, Planning, and Follow-up, Inspection and Labor; and through the following procurement branches: Woolens, Cotton Goods, Knit Goods, Shoes (Leather and Rubber), manufacturing, and Miscellaneous Supplies. A reorganization of the Office of the Quartermaster General was made on June 14, 1918, and this division was subdivided as follows: Textile Subdivision, and the Cotton Goods, Woolen, Knit Goods, Wool Tops and Yarn, Manufacturing, Shoes, Leather and Rubber Goods, Leather Materials, and Administrative and Control Branches. In its function of procuring articles it had in many cases to control raw materials, especially that of the entire raw wool production of the country. Albert L. Scott was chief from the formation until June 14, 1918, when he was succeeded by Malcolm Donald, chief until February 9, 1919.

CLOTHING RENOVATION BRANCH, SALVAGE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established October 28, 1918, to take charge of the renovation and repair of all woolen clothing, hats, underclothing, and cotton clothing for the Army. Dr. H. E. Mechling, chief.

CLOTHING REPAIR BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established April 16, 1918, and responsible to Reclamation Division prior to April 22, 1918. The branch was abolished October 28, 1918, when its duties were taken over by the Clothing Renovation Branch, Salvage Division. Lt. H. A. Rosenthal, chief.

COAL ASSOCIATION, NATIONAL.

Organized at Washington, August 22, 1917, with a membership composed of local associations of operators, including also many individual operators, but open to every coal operator in United States. Its functions were to assist the Fuel Administration and other governmental agencies; and to carry on constructive work of benefit to the industry. It began work October 1, 1917, and held its first annual meeting in Philadelphia on May 28, 1918. It conducted an information service for members through its Daily Digest, and created a Traffic Department to obtain better treatment for the industry from the railroads. J. D. A. Morrow, general secretary.

COAL BARGE OPERATIONS, SUPERVISOR OF; NEW ENGLAND COAL BARGE TOWERS' ASSOCIATION.

An officer in charge of the central office of the New England Coal Barge & Towers' Association, and appointed by and accountable to the Division of Operations, Emergency Fleet Corporation. Capt. A. L. Crowley, supervisor.

COAL CONSERVATION COMMITTEE, UNITED STATES CHAMBER OF COMMERCE.

Appointed by the Executive Committee in October, 1917, to assist in creating sentiment that would lead to economies in use of coal at a time when the fuel shortage was acute. The committee issued bulletins on the situation and the means that could be employed to save coal. Ernest T. Trigg, chairman.

COAL-GAS PRODUCTS SECTION, CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Formed in January, 1918, to increase the output of toluol, the basis of high explosive T. N. T. powder, and this product on February 26, 1918, was commandeered, and allocated. Supervision was exercised by the section over benzol, xylol, solvent, naphtha, oxygen, hydrogen, nitrogen, and acetylene, and production of these gases was increased more than 100 per cent, but none of these was commandeered. The name of the section was changed to Industrial Gases and Gas Products Section. J. M. Morehead, chief.

COAL JOBBERS' ASSOCIATION, NATIONAL.

Organized in September, 1917, as the outgrowth of a movement organized to check the movement toward the elimination of the coal jobber. The first annual meeting was held in Chicago in October. A representative was maintained in Washington to represent the jobbers with the United States Fuel Administration. E. M. Platt, president.

COAL MERCHANTS' ASSOCIATION, NATIONAL RETAIL.

Organized November 20, 1917, at Philadelphia. The association represented about 25,000 retail coal dealers. The object was to cooperate with Federal, State, and municipal governments, to gather accurate and reliable information regarding cost and distribution of coal. The first annual convention was held in Atlantic City, N. J., May 20, 1918. W. A. Smoot, jr., president.

COAL PRODUCTION COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Created April 27, 1917, with jurisdiction over anthracite and bituminous coal and coke. It charted coal resources, assisted in the organization of the Lake and Tidewater Coal Pools, and named tentative maximum prices on June 28, 1917, following a meeting of coal operators. With the appointment August 23, 1917, of a United States fuel administrator its constructive work passed to the United States Fuel Administration, and the resignations of its members were accepted by the Council of National Defense, February 25, 1918. F. S. Peabody, chairman.

COAL TAR BY-PRODUCTS SUBCOMMITTEE, COMMITTEE ON CHEMICALS, COUNCIL OF NATIONAL DEFENSE.

Formed about October, 1917, but transferred to the Chemical Alliance (Inc.), as its Section on By-Products of Coal and Gas, November, 1917. William H. Childs, chairman.

COAL TRANSPORTATION AGENCY, BOSTON AGENCY, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

When the New England Coal Barge & Towers' Association was absorbed by the Boston Agency of Operations, a separate division was maintained to supervise the operation of the coal-carrying fleet which functioned between Hampton Roads and Eastport, Me. This division was known as the Coal Transportation Agency and remained in the charge of Capt. A. L. Crowley, who had been appointed supervisor of the New England Coal Barge & Towers' Association by the trustees of the Emergency Fleet Corporation.

COAL ZONE PERMIT SECTION, DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized when the zone distribution plan was put into effect April 1, 1918. Coal was not permitted to be shipped out of the zone in which the producing district was situated. The only exceptions made were for coals of particular quality or for special uses, such as by-product coke, gas, blacksmith, or metallurgical coal. Applications for coals of these kinds were granted by permit by the Coal Zone Permit Section. The section ceased to function when the zone restrictions were removed. A. M. Macleod and subsequently C. B. Nichols, manager.

COARSE GRAINS SECTION, CEREAL DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized April 1, 1918, to take charge of corn, oats, barley, and rye for the United States Food Administration. The coarse-grain

millers and feed dealers were also under the supervision of this section. When the Cereal Division was organized in July, 1918, the Coarse Grains Section reported to it. J. J. Stream, chief.

UNITED STATES COAST AND GEODETIC SURVEY, BUREAU OF; DEPARTMENT OF COMMERCE.

The Coast and Geodetic Survey is charged with the survey of the coasts of the United States and coasts under the jurisdiction thereof, and with the publication of charts covering the sea coasts. During the war the activities of the bureau were largely confined to work for the War and Navy Departments. The Division of Geodesy was engaged in work for the War Department, cooperating with the Division of Military Mapping of the Corps of Engineers. The Division of Charts prepared numerous maps for the War Department, a treatise on the Lambert projection for use in the construction of maps, and various maps for the Navy Department to be used in connection with submarine activities. The work of the division of Hydrography and Topography was devoted almost exclusively to war work. The work of the Instrument Section was greatly increased on account of the construction, repair, and loan of delicate instruments for Army and Navy. During the war 253,497 charts were furnished to the Navy and 14,000 charts to the United States Shipping Board. Five vessels of the bureau were transferred to the jurisdiction of the Navy Department during the war, and 240 members were in the service. Col. E. Lester Jones, superintendent.

COASTWISE STEAMSHIP ADVISORY COMMITTEE, MARINE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created April 13, 1918. It operated all the coastwise lines under the control of the United States Railroad Administration. The committee was discontinued on September 1, 1918, all coastwise lines under Federal control being combined under a Federal manager on that date, reporting to the Marine Department. Division of Operation. L. J. Spence, chairman.

COASTWISE STEAMSHIP LINES, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Operation of the coastwise lines under Federal control was supervised by the Coastwise Steamship Advisory Committee, reporting to the Marine Section of the Division of Operation prior to September 1, 1918. On that date they were placed under the control of a Federal manager, reporting to the Marine Department, Division of Operation. The coastwise steamship lines included all the properties of the following companies, which were under Federal control: Old Dominion Steamship Co., Ocean Steamship Co., Southern Steamship Co., Merchants' and Miners' Transportation Co., Mallory Steamship Co., Clyde Steamship Co., and the Atlantic Steamship Lines of the Southern Pacific Co. On December 6, operation of the Southern, Mallory, and Clyde Steamship Cos. was relinquished to the owners. H. B. Walker, Federal manager.

COCOA BEAN CONSUMERS' WAR SERVICE COMMITTEE.

Organized in August, 1918, to cooperate with the United States Food Administration. At a conference September 6, 1918, the com-

mittee recommended the elimination of the use of tin containers and the standardization of packages of cocoa and chocolate. H. E. Gallagher, chairman.

COKE, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized in February, 1918, as a separate section, coffee having been up to this time in the Staple Groceries Section. This section worked in cooperation with the Coffee Advisory Committee and later with the Sugar Equalization Board. G. W. Lawrence, chief.

COFFEE ADVISORY COMMITTEE.

Organized June, 1918, to make recommendations to the United States Food Administration for the control of the coffee trade, and to consider in particular the problems of bringing coffee into the United States, distributing it from ports of entry and regulating dealers. Upon these matters it cooperated with the War Trade Board and the Sugar Equalization Board. Henry Schaefer, chairman.

COKE, BUREAU OF, DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created November 5, 1917, by the United States Fuel Administration, to take care of the coke interests of the country. The function of the bureau was to distribute coke to the steel plants of the country and to provide for increasing its production. Coke representatives in the producing districts provided for the allotment and distribution of coke. An inspection system kept the quality up to standard. Warren S. Blauvelt was director until October 15, 1918, when Frank J. Herman was made manager.

COLD ROLLED AND COLD DRAWN STEEL, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

A subcommittee of the Committee of Raw Materials of the Advisory Commission of the Council of National Defense organized in June, 1917. Its functions were taken over by the War Industries Board, when the committee was dissolved in November, 1917. F. W. Beegle, chairman.

COLD STORAGE SECTION, UNITED STATES FOOD ADMINISTRATION.

This section acted in an advisory capacity to the Food Administration in reference to the problems of cold storage warehousemen as licensees and the formulation for them of the rules and regulations. Frank A. Horne, director.

COLD STORAGE SUBDIVISION, DOMESTIC OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created November 1, 1918. It handled all supplies of the Army requiring refrigeration. Q. C. Franklin, chief.

COLD STORAGE INDUSTRY, ADVISORY COMMITTEE ON.

Appointed in July, 1917, to represent the American Association of Refrigeration and the Cold Storage Section of the American Ware-

housemen's Association. The committee met with the Food Administration and formulated plans for larger use of cold storage facilities to conserve perishable foods. Cold storage rates were regulated and rules formulated for the licensing of cold storage plants. The chairman, Frank A. Horne, was also in charge of the Cold Storage Section, United States Food Administration.

COLLATERAL COMMODITIES, DIVISION OF, UNITED STATES FOOD ADMINISTRATION.

This division was originally known as the Division of Chemicals, organized November, 1917, with jurisdiction over arsenic, ammonia, and other chemicals. The name was changed January 15, 1918, to Division of Chemicals, Sisal, and Jute, when these commodities were placed under its charge. Control over ice was taken April, 1918. Glycerine was added May 14, 1918, and the division became known as the Division of Collateral Commodities. The Fats and Oil Division was incorporated June 28, 1918, as the Fats and Oils Section. The Cottonseed Industries Division and the Garbage Utilization Division were absorbed as sections on October 14, 1918, and R. E. Cranston was made acting chief of the division. The functions of the division were the supervision of the activities of its various sections which were as follows: Arsenic, Ammonia and Ice, Cottonseed Industries, Fats and Oils, Garbage Utilization, and Sisal and Textile Food Container. Charles W. Merrill, in charge.

COMMANDEERING DEPARTMENT, DIVISION OF CONSTRUCTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Designated a part of the Division of Construction by Adm. F. T. Bowles on August 13, 1917. It had charge of the administration of matters pertaining to the commandeering of ships and yards. When the Steel Ship Construction Division was created, it became a part of that division; and on February 15, 1918, it was absorbed by the Inspection and Production Section of the same division. Under the new section the work was carried on by a Commandeering Branch with A. B. Haley in charge. L. N. Pryor, head.

COMMANDEERING SECTION, PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to supervise, direct, and execute commandeering and compulsory orders, amendments, and cancellations thereto, and to keep a complete record of all such matters. This work had been carried on since April 1, 1918, as a part of the work of the War Department Board of Appraisers, under the direction of Maj. A. G. Moss. On March 1, 1919, all records, files, and documents of the section were placed under the jurisdiction of the War Department Board of Appraisers. Maj. A. G. Moss was chief of the section.

COMMERCE, DEPARTMENT OF.

One of the executive departments of the Federal Government, under the direction of the Secretary of Commerce, charged with the promotion of the commercial and industrial interests of the United

States. The war activities of the department were largely carried on through its subordinate bureaus, which are the Bureau of the Census, the Bureau of Foreign and Domestic Commerce, the Bureau of Standards, and Bureau of Navigation, Bureau of Lighthouses, Coast and Geodetic Survey, Steamboat Inspection Service, and Bureau of Fisheries. The Secretary of Commerce during the war was William Cox Redfield.

COMMERCIAL COMMISSIONS, FOREIGN.

A number of commercial commissions visited the United States in 1917 for purposes of establishing trade relations during the war and after. They were: Denmark, C. M. T. Cold, head, arrived October 1; Japan Financial Commission, Baron Tanetaro Megata, chief, arrived November 2; Japan Railway Commission, Dr. Yasujiro Shima, head, arrived November 11; the Netherlands, Joost van Vollenhoven, head, arrived September 10; Norway, Dr. Fridthjof Nansen, head, arrived July 20; Roumania, Georges Danielopol, head; Sweden, Mr. de Lagercrantz, succeeded by Dr. Hjalmar Lundbohm, head, arrived May 25; Switzerland, John Syz, head, arrived August 20.

COMMERCIAL ECONOMY BOARD, COUNCIL OF NATIONAL DEFENSE.

Established March 24, 1917, to study and advise how commercial business might best meet the demands to be made on it by the war, especially to study the problem of how to cut down needless activities. The board looked out for needs of the Government for essential materials, for manufacturing capacity, shipping space, essential requirements of the civilian population, making in all cases preliminary investigations, holding conferences, then formulating recommendations for the War Industries Board. It had no power to compel observance of its recommendations by process of law, but secured its results through voluntary cooperation. Its main lines of work dealt with returns of unsold bread, delivery service, wool, men's and boys' clothing, women's garments, leather, paint and varnish, automobile tires, and tin. Its work on May 9, 1918, was transferred to the Conservation Division, War Industries Board. A. W. Shaw, chairman.

COMMERCIAL SERVICE SECTION, SPECIAL SERVICE DIVISION, SIGNAL CORPS.

A permanent organization of the Signal Corps. During the war it belonged successively to various divisions of the corps, being finally placed under the Special Service Division on September 7, 1918. The normal peace-time function of the section was the maintenance of telephone systems at Coast Artillery and interior posts, the supervision of the Washington-Alaska military cable and telegraph system, and the maintenance of Coast Artillery fire-control system. After December 1, 1917, practically all telephone communication in the Army was placed under the jurisdiction of the Signal Corps and was handled by the Commercial Service Section. The following served successively as chief of the section: Maj. L. M. Evans, Col. J. O. Mauborgne, and Maj. Heston.

COMMISSION OF EIGHT.

On March 19, 1918, the controversy between the railroads and the four large transportation organizations in regard to the eight-hour day was settled by an award of a special committee of the Council of National Defense. This award necessitated the revision of several hundred then existing agreements between the 150 or more railroads represented on the National Conference Committee and the four labor organizations. Immediately upon the acceptance of the award, the Conference Committee and the four organizations entered into a further agreement to create a standing commission of eight members, four to be chosen by the National Conference Committee and four by the railroad brotherhoods, to pass upon the application of the award to the agreements on the individual roads. This was known as the Commission of Eight. It was intentionally composed of an even number of members from each side, and a majority decision was to be binding. In every instance, however, the action of the commission on matters before it was unanimous. The commission met first in May, 1917, and held sessions until March 23, 1918, when it was superseded by the Railway Board of Adjustment No. 1.

COMMISSION FOR RELIEF IN BELGIUM.

Formed in London, October 22, 1914, growing out of a meeting of American engineers and business men resident in Brussels and London. The relief work was carried on with the approval of the German and allied governments. Subscriptions in America, in England, and in the other allied countries amounted to millions of dollars monthly, while the French and British Governments advanced to the commission $7,000,000 monthly in the form of a loan. Up to the time of the entry of the United States into the war, the commission had obtained some $250,000,000 worth of food and clothing (amounting in quantity to two and one-half million tons) and had sent it into Belgium and into northern France. Only about $30,000,000 of this sum came from private subscriptions, and of this the United States contributed $10,000,000, while the commission expended $125,000,000 in the United States for foodstuffs and other supplies. Some 7,000,000 Belgians and 3,000,000 French were fed through the efforts of the commission. Cooperating with this organization was the Belgian National Relief Committee. There was a series of communal, regional, provincial, district, and national committees, associated with which were hundreds of special committees supervising various special lines of benevolent activity and more or less closely affiliated with the official series and controlled by it. The American commission was independent of all these but had representatives on the national and provincial committees and many of the special committees, and handed over to these under proper control and continuous supervision the foodstuffs imported. There were never more than 40 American commission workers, but some 40,000 Belgian and 10,000 French men and women aided in the detailed distribution of supplies. Herbert C. Hoover, chairman.

COMMITTEE OF ELEVEN, COMMISSION ON TRAINING CAMP ACTIVITIES, WAR DEPARTMENT.

Formed to represent the seven organizations cooperating in the United War Work campaign September 4, 1918. It settled matters

pertaining to interrelationship or joint procedure of the National War Work Council of the Young Men's Christian Association, War Work Council of the National Board of the Young Women's Christian Association, National Catholic War Council (Knights of Columbus), Jewish Welfare Board, War Camp Community Service, American Library Association, and Salvation Army, and settled questions between these seven cooperating societies and the Secretary of War, upon invitation, on matters which involved duplication in expenditure of money and effort at home and abroad. The members were: George W. Perkins and Dr. John R. Mott, for the Young Men's Christian Association; Mrs. Henry P. Davison, for the Young Women's Christian Association; John G. Agar and James T. Phelan, for the Knights of Columbus; Mortimer L. Schiff, for the Jewish Welfare Board; Myron T. Herrick, for the War Camp Community Service; Frank A. Vanderlip, for the American Library Association; George G. Battle, for the Salvation Army. John D. Rockefeller, jr., chairman, and Cleveland H. Dodge, treasurer, of the Great Union Drive for New York City. Raymond B. Fosdick, chairman of the committee; John R. Mott, acting chairman.

COMMITTEE ON PUBLIC INFORMATION.

Created April 14, 1917, by Executive order, with the Secretaries of State, War, and Navy as members, and George Creel, chairman. It was supported out of the Executive fund during the first year of its existence, and was discontinued gradually after December 15, 1918. It served as a central agency for releasing news of Government activities, and as directing agency for educational work for the support of morale in the United States, and allied and neutral countries. It did most of its work through its Divisions of Advertising, Civic and Educational Cooperation, Distribution, Films, Foreign Educational Work, Foreign Language Newspapers, Foreign Picture Service, Foreign Press Bureau, Foreign Press-Cable Service, Foreign Section, Four Minute Men, Industrial Relations, News, Official U. S. Bulletins, Pictorial Publicity, Pictures, Reference, Service Bureau, Speaking, Syndicate Features, Women's War Work.

COMMITTEE ON SPECIAL WAR ACTIVITIES, NATIONAL CATHOLIC WAR COUNCIL.

This committee constituted a directing and coordinating body for the work of the following standing committees: Finance, Women's Activities, Men's Activities, Chaplains' Aid and Literature, Catholic Interests, Reconstruction, After-War Activities, Historical Records of Catholic War Activities. Rev. John J. Burke was chairman of the committee.

COMMODITIES STATISTICS SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Formed July 1, 1918. It had the twofold function of acting both as agent and clearing house for the Commodity Sections. After November 11, 1918, the force of the section was put on three lines of work: (1) Prices in war time, under the Price Section, which on December 31, 1918, was transferred to the War Trade Board; (2) report

for the peace conference, which was completed in eight volumes by Dr. Wolman, the first copy delivered December 20, 1918, for transmission to Paris; (3) study of the labor situation. The section, in cooperation with the Department of Labor, began to issue Weekly Reports on Labor Conditions, and established about November 30, a new section, Industrial Conditions, which was later transferred to the War Trade Board, where until July 1, 1919, it issued a weekly bulletin on labor conditions throughout the country. J. L. Coulter, chief, succeeded November 1 by Leo Wolman.

COMMODITY SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. It was the duty of this section to supervise, coordinate, and direct the work of the Army Commodity Committees and of the Army representatives in the commodity sections of the War Industries Board. The section was disbanded immediately after the signing of the armistice. Maj. H. R. Hayes, chief.

COMMUNICATIONS BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Created June 12, 1918, to receive and transmit all telegraphic and cable dispatches to and from the Quartermaster General, and to have general charge of the office. It was abolished October 28, 1918. Maj. G. W. Hicks, chief.

COMMUNICATIONS, INTERDEPARTMENTAL COMMITTEE ON.

This committee was formed pursuant to letters from the Acting Secretary of State to the Secretary of War and the Secretary of the Navy, dated July 24, 1918, suggesting that the War and Navy Departments join with the Department of State in creating a committee to consider the cable situation with special reference to improving cable communication with Japan and China across the Pacific which had become inadequate. The committee was organized, and included Breckenridge Long, Third Assistant Secretary of State, chairman; Maj. Gen. George O. Squier, Chief Signal Officer, United States Army; Capt. D. W. Todd, director of naval communications, United States Navy; and Walter S. Rogers, of the Committee on Public Information. While originally formed for the purpose of improving cable service with China and Japan, the scope of the committee's investigations was extended to include submarine cables in general. Its principal task was to speed up the transmission of messages. This involved considerations of a technical character, and a special subcommittee was accordingly formed, including eminent scientists and engineers, which proceeded to gather the necessary data and then submitted a preliminary report, making certain recommendations for technical improvements which would greatly facilitate the transmission of messages by submarine cable. On January 25, 1919, when the Interdepartmental Committee submitted its preliminary report, its recommendations had not yet been put into effect.

COMMUNITY LABOR BOARDS, FEDERAL.

Organized by the United States Employment Service to assist in recruiting and distributing unskilled labor for war work after

August 1, 1918. The boards were organized in industrial communities, the locations and boundaries of which were determined by State Organization Committees. They were composed of three members, representing, respectively, labor, employers, and the United States Employment Service. In September, 1918, provision was made for the selection of two women members, representing labor and employers. The board had general jurisdiction over the recruiting and distributing of labor in its locality, utilizing the services of the United States Public Service Reserve and the United States Employment Service. In December, 1918, there were 1,580 boards in operation. After the signing of the armistice they took the initiative in organizing Bureaus for Returning Soldiers and Sailors.

COMMUNITY ORGANIZATION BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in the latter part of 1917. It directed social welfare work in communities where large ordnance industrial housing projects were undertaken and made provision for adequate school, church, and recreation facilities. F. C. Butler, chief.

COMPENSATION BOARD, INTERSTATE COMMERCE COMMISSION.

On March 11, 1918, the commision named a committee, consisting of Commissioners Edgar E. Clark, Balthasar H. Meyer, Henry C. Hall, and George W. Anderson, to assist the staff of the Director General of Railroads in making contracts for the compensation to be paid carriers under Federal control. On April 6 the commission organized the Compensation Board, consisting of A. G. Hagerty (chairman), C. V. Burnside, J. W. Carmatt, T. W. Sweeney, and D. E. Brown. This board was authorized to report to the committee on contracts of the United States Railroad Administration.

COMPENSATION BOARD, ORDNANCE DEPARTMENT.

Established July 24, 1917, to consider and decide all questions under the rifle and ammunition contracts entered into by the Small Arms Division with the several manufacturers. On December 24, 1918, the members of this board were appointed as the Ordnance Department Claims Board. Col. T. L. Ames, chairman.

COMPENSATION AND CONTRACTS, COMMITTEE ON; DIVISION OF LAW, UNITED STATES RAILROAD ADMINISTRATION.

Appointed July 15, 1918. The committee included two representatives from the Division of Law and one each from the Divisions of Operation and of Public Service and Accounting. It was the duty of the committee to consider and make recommendations concerning petitions of relinquished roads to be taken under Federal control, and to recommend what compensation should be paid to each railroad under Federal control, as well as any necessary modifications in the form of contract between the Railroad Administration and the carriers. Charles B. Eddy, chairman.

COMPETITIVE BOARD, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created by the Emergency Fleet Corporation on June 2, 1918, to decide upon awards and determine the giving of service badges to

shipyard employees, gold and silver medals for distinguished service of any sort to individuals connected with the shipbuilding industry, and honor pennants to individual shipbuilding plants. The board was composed of four members chosen to make impartial decisions, and was governed by the rules of the War Badge Board in awarding service badges. A committee on awards decided each month the winners in the contest between the shipbuilding plants. Rear Admiral F. F. Fletcher was chairman of both the board and the committee.

COMPOSITION ROOFING WAR SERVICE COMMITTEE.

Organized by R. L. Humphreys, chief of Building Materials Section, War Industries Board, June 12, 1918. The committee was the point of contact of the industry with the War Industries Board and kept the industry advised as to rulings and demands that were made upon it by the Government. Herbert Abraham, chairman.

COMPTROLLER OF THE CURRENCY.

Created by act of Congress as a part of the administration to supervise the operation of the national banking system created during the Civil War, to supervise the organization and operation of national banks. The office of the Comptroller of the Currency is under the supervision of the Secretary of the Treasury, but reports are made directly to Congress. The chief duties of the office are to supervise the preparation, issue, and redemption of bank notes, to maintain a system of adequate bank examinations, and to enforce the national bank laws. With the creation of the Federal reserve system the powers of the comptroller over national bank notes were extended to the new Federal reserve notes and Federal reserve bank notes, and the comptroller was made an ex-officio member of the Federal Reserve Board. The war increased the responsibility of the comptroller's office in amount, the large expansion in currency and the closer relations of the banks to the Government increasing the importance of effective supervision. During the war the office has been held by John Skelton Williams. In addition to his position as comptroller and as member of the Federal Reserve Board, Mr. Williams served as a member of the Capital Issues Committee and as director of the Division of Finances and Purchases of the Railroad Administration, and as treasurer of the American National Red Cross.

COMPTROLLER OF THE TREASURY, TREASURY DEPARTMENT.

An official of the Treasury Department, charged with the supervision and revision of all public accounts, settled by the six auditors of the Treasury Department, with the construction of statutes involving disbursement of public money, and with the countersigning of warrants signed by the Secretary of the Treasury. The responsibilities of the office were increased by the volume and character of war-time expenditures. The comptroller during the period of the war was W. W. Warwick.

COMPTROLLER'S OFFICE, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Finance Division, United States Shipping Board Emergency Fleet Corporation.*

CONCILIATION, DIVISION OF; DEPARTMENT OF LABOR.

See *Labor Adjustment Service, Department of Labor.*

CONCILIATION, JOINT BOARD OF.

Authorized in March, 1919, by the United States Shipping Board in agreement with the International Seamen's Union to act wherever complaints and controversies should arise between agents, managers, or operators of the United States Shipping Board and members of the various seamen's unions in their employ. The board was composed of two committees of three, one with representatives from the Division of Operations at San Francisco, the Waterfront Employers' Union at San Francisco, and the managers of Shipping Board vessels, and the other representing the Sailors' Union, the Marine Firemen, Oilers' and Watertenders' Union, and the Marine Cooks' and Stewards' Union of the Pacific Coast. All complaints and controversies which could not be adjusted by the parties immediately interested were referred to the Joint Board of Conciliation for decision, and a decision by the majority of this board was deemed final and conclusive. When no majority decision was reached by the board, the matter could be referred to the United States Shipping Board at Washington by either party for final decision.

CONCRETE MIXERS' WAR SERVICE COMMITTEE.

Organized September 17, 1918, with C. F. Lang as chairman, to represent the manufacturers of concrete mixers.

CONCRETE REINFORCEMENTS, WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the manufacturers of reinforcing bars for concrete work. One of its principal functions was to see that the various restrictions and rulings laid down by the War Industries Board, such as concerned construction of buildings for war or nonessential purposes, were strictly carried out. The committee also arranged to maintain stocks at principal points for Government use. Specifications for steel issued by Government departments were changed to conform to mill practice. John F. Havemeyer, chairman.

CONCRETE SHIP CONSTRUCTION DEPARTMENT, WOOD SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized on December 27, 1917, to investigate the possibilities of using concrete for shipbuilding. It took over the organization at the Bureau of Standards which, until then, was carrying on this work for the Emergency Fleet Corporation, and with a force of 34 men began the work of experimentation, investigation, inspection, and designing of a standard type ship of about 3,500 tons deadweight. On June, 1918, it became the Concrete Ship Section of the Steel Ship Construction Division. R. J. Wig, head.

CONDENSED AND EVAPORATED MILK PACKERS' WAR SERVICE COMMITTEE.

Organized by the United States Food Administration. This committee allocated the orders for Government uses and distributed the

rules and regulations that applied to their industry. Charles S. Parsons, chairman.

CONDENSER MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized August 20, 1918, by the Electrical and Power Equipment Section of the War Industries Board. The committee took up the rearrangement of the schedule for the manufacture of condensers to fit the turbine situation and the prohibition of the sale of surface condensers and brass condenser tubes except for Government contracts and special orders. J. J. Brown, chairman.

CONFECTIONERY WAR SERVICE COMMITTEE.

Organized in October, 1917, by the National Confectioners' Association of the United States. The committee cooperated with the United States Fuel Administration in the restriction of nonessentials and with the War Department in the securing of candy for cantonments and oversea shipment. V. L. Price, chairman.

CONFERENCE COMMITTEE OF FIVE, UNITED STATES SHIPPING BOARD.

This committee was provided for at a Marine Conference held in Washington from April 29 to May 4, 1918, at which were present delegates representing shipowners and employees from every section of the country. It was made up of five members, representing employers, employees, and the Shipping Board. It held periodic meetings for the purpose of advising the Shipping Board in regard to the various problems connected with the supply and living conditions of seamen. Robert P. Bass, the Shipping Board representative, was chairman of the committee.

CONFERENCE COMMITTEE OF NATIONAL LABOR ADJUSTMENT AGENCIES.

Created by a resolution adopted by the War Labor Policies Board at its meeting on September 20, 1918. It was composed of representatives of governmental wage-adjusting agencies. Its purpose was to promote the standardization of wages and working conditions in the adjustments by the various agencies. Each agency retained the final right to make its awards as it saw fit, but it first had the benefit of the counsel of the associate agencies as to how the changes in standards proposed might affect conditions in other fields of labor.

CONFIDENTIAL MATTERS AND LOGISTIC RECORDS SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section of the Logistics and Fuel Division which had charge of the handling of all confidential matters for the Bureau of Supplies and Accounts, and the maintenance and preparation of logistics reports. Lieut. P. C. Moran, chief.

CONFIDENTIAL RECORDS BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918. It was discontinued as a separate branch May 25, 1918, and was made a section of the Administrative Control

Branch, Administrative Division. H. A. Allen and H. F. Davis served as chief.

CONSERVATION BRANCH, SUPPLIES DIVISION, QUARTERMASTER GENERAL.

Established October 5, 1917, to take charge of all matters relating to the conservation of food and other supplies. The branch was discontinued and its duties were taken over by the Conservation Division on November 8, 1917.

CONSERVATION, BUREAU OF, ADMINISTRATION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized in October, 1917, to take up all means of conservation by which fuel might be saved, thus increasing the amount of coal available for essential war industries. The work consisted of a series of campaigns which functioned through the State administrators. The use of wood for fuel was advocated and in some States corporations were formed to supply wood to householders. The "lightless night" order was issued November 7, 1917, which provided for the elimination of white ways and large electric display signs during certain hours. This was later suspended and then issued again in a new order. Pamphlets were circulated on the best means of burning coal in the home, and demonstrations were held in many cities to show the best methods of operating furnaces. Power-plant inspection was undertaken in a general attempt at the conservation of power and light. The skip-stop on electric roads, economy in artificial ice manufacturing, elimination of uneconomical and isolated plants and duplication of power systems, and the utilization of excess water power were the main subdivisions under the power-plant inspection scheme. Three groups of engineers comprised the field force of the bureau. The fuel engineering group took care of methods of using coal in steam-power plants; the power and light group effected economies in plants after the power had been created; the industrial furnace group was concerned with those plants which used fuel directly for manufacturing. The restriction of nonessential industries was begun January 9, 1918, when restrictions were made in the allowance of fuel to box board manufacturers. The restrictions affected manufacturers of clay-products, musical instruments, florists, private yachts, country clubs, pleasure cars, and malt liquors. These restrictions were made after conferences with manufacturers, although in some cases the restrictions were voluntary. Pierrepont B. Noyes, director.

CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in the voluntary Food Administration in May, 1917. This division was the center for practically all activities during the days of its preliminary organization. A wide-spread educational campaign was conducted through the press, schools, public meetings, etc., in order to bring the lesson of conservation to the people of the country. The main objects of the campaigns were to prevent waste and to bring about an intelligent understanding of the need of foodstuffs for export. A conservation director in each State handled

these problems for the State. The net result of the propaganda and education was to bring about a clear understanding of the needs of food conservation and a cheerful carrying out of all rules and regulations. Dr. H. L. Wilbur was director of the division.

CONSERVATION DIVISION, QUARTERMASTER GENERAL.

See *Salvage Division, Director of Storage, Purchase and Storage.*

CONSERVATION DIVISION, WAR INDUSTRIES BOARD.

On May 9, 1918, the work of the Commercial Economy Board was transferred to the Conservation Division, War Industries Board, under the same chairman, A. W. Shaw. Its function was defined as "the studious conservation of resources and facilities by means of scientific, commercial, and industrial economies." The division carried on the same work as that initiated by the Commercial Economy Board and added functions bearing upon the following: curtailment of retail deliveries; maximum reduction in number of styles and varieties, sizes, colors, or finishes; substitution of materials which are plentiful for those that are scarce; economy in samples, in box or carton containers, and in packing to save space. The work of the division was turned over to the Department of Commerce January 1, 1919.

CONSERVATION AND RECLAMATION BRANCH, QUARTERMASTER GENERAL.

See *Salvage Division, Director of Storage, Purchase and Storage.*

CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

See *Salvage Division, Director of Storage, Purchase and Storage.*

CONSOLIDATED CLASSIFICATION, COMMITTEE ON; DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

This committee was officially organized, effective January 1, 1919, by an order dated January 30. Its purpose was to study carefully the systems of freight classification in force in the three Territories and the various States, with the idea of making recommendations concerning their standardization. In this way it was hoped to eliminate confusion arising from the many different ratings and classifications in price throughout the country, together with resulting overcharges and claims. R. C. Fyfe, of the Western Classification Committee, was made chairman, while the committee also included in its personnel representatives from the Official and Southern Classification Committees.

CONSTRUCTION BRANCH, CONSTRUCTION DIVISION OF THE ARMY.

Created May 24, 1917, to have charge of all operations in the field and all relations between the Cantonment Division and the contractors and between the Cantonment Division and the constructing quartermaster at the several cantonments. This branch was divided into two sections, one under Lieut. Col. Philander Betts, having

charge of additions and extensions to camps and cantonments, the other having supervision over post terminals, supply depots, in charge of Lieut. Col. W. R. Roberts. The branch was later divided into five construction sections, the Protection and Investigation Section, and Government Equipment and Material Section. Col. M. J. Whitson, chief.

CONSTRUCTION DIVISION OF THE ARMY, WAR DEPARTMENT.

Created May 19, 1917, as Cantonment Division, Quartermaster Corps, to take charge of the work of construction of cantonments and camps. The work had two phases: Extensions to existing posts and housing of Regular Army; construction of National Guard camps and National Army cantonments. The division was divided into Engineer, Material, Construction, and Accounting Subdivisions. Close cooperation was maintained with the General Munitions Board and the Committee on Emergency Construction and Engineering, the selection of contractors being left in the hands of this committee. The work of construction began June 20, 1917, and on September 1, 1917, the National Army cantonments were ready for men. On October 5, 1917, the Secretary of War placed all emergency building construction under the Cantonment Division, which included munition plants, proving grounds, aviation fields, port terminals, and interior depots. The Construction and Repair Division of the Quartermaster Corps was consolidated with the Cantonment Division on October 10, 1917. On March 13, 1918, it became known as the Construction Division of the Army. During 1918 the Construction Division was engaged in building additions to National Army cantonments, in improving water facilities, methods of sewage disposal, and hospital facilities, and in building new camps for special training. Brig. Gen. I. W. Littell was in charge until February 18, 1918, when he was relieved by Brig. Gen. R. C. Marshall, jr.

CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This division took charge of the letting of contracts, purchase of materials, and construction of the projects of the United States Housing Corporation. Contractors who wished to bid on the corporation's projects were required to fill out questionnaires. Based on data gathered from this and other sources, lists of competent and responsible contractors were compiled. Firms appearing on the list were invited to bid for the contracts, which were let on a basis of cost plus a fixed fee. Materials were purchased by the division through the Construction Division of the Army. A works superintendent, appointed by the division, was in charge of the actual construction; a traveling supervisor, who had jurisdiction over all projects in a given district, a cost-reports engineer, and a field auditor from the Fiscal Division, were other representatives of the corporation on the project. The labor requirements were handled by the Industrial Relations Division. The division was subdivided into the Contract, Cost Reports Engineering, Materials Procurement, Powder Plants, and Repair Branches. Daniel T. Webster, manager until March 15, 1919; succeeded by William C. Lewis.

CONSTRUCTION DIVISION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

Its functions included the awarding and supervision of all contracts for Navy construction ashore; procuring priorities and allocations of material; expediting the production and delivery of construction materials; approving final and reservation vouchers; and closing of contracts. Subordinate to the division were the Inspection Office and the Plans Division. George R. Kurrie, chief.

CONSTRUCTION, DIVISION OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established, with Admiral F. T. Bowles as head, August 10, 1917. Its jurisdiction, as defined in Circular Letter 13, on August 20, 1917, included general commandeering, operation of commandeered shipyards, a technical department, inspection and production of ships, and industrial service. On December 5, 1917, the division was separated into a Division of Steel Ship Construction, under Admiral Bowles, manager, and a Division of Wood Ship Construction, under J. O. Heyworth. These two divisions were again united on January 16, 1919, in the Ship Construction Division.

CONSTRUCTION SECTION, SUPPLY DIVISION, ORDNANCE DEPARTMENT.

It was the function of the Construction Section to provide building, transportation, terminal facilities, and equipment for the handling and storage of ordnance supplies. At one time or another the section functioned through the following branches: Building, Finance, Rental, Design, Executive, Inspection, Cost Accounting, Field Depot, Finance and Rental, and Design and Building. Maj. J. C. Heckman, chief, succeeded by Maj. Munoz.

CONSTRUCTION AND REPAIR BRANCH, QUARTERMASTER CORPS.

Created before the declaration of war and having charge of construction and repair in Army posts and stations. It continued these activities until October 10, 1917, when it was transferred to the Cantonment Division as its Maintenance and Repair Branch. Maj. C. O. Zollars, chief.

CONSTRUCTION AND REPAIR, BUREAU OF; NAVY DEPARTMENT.

A permanent organization of the Navy Department. It was responsible for the design, construction, and maintenance of all ships built for the Navy and the equipment pertaining to such ships. It also had charge of certain shore establishments, including navy yards, naval stations, and repair bases for submarines and aircraft. The bureau performed its functions through the following divisions: Design, Production, Maintenance, Contract, Shore Establishment, and Supply. Rear Admiral David W. Taylor, chief constructor of the Navy, was chief of the bureau.

CONSTRUCTION AND REPAIR DIVISION, QUARTERMASTER GENERAL.

This was one of the five divisions of the Office of the Quartermaster General at the beginning of the war. Its function was to supervise for the Quartermaster Corps the planning, construction,

and repair of cantonments, housing, and other improvements. It operated through the following branches: Reservation, Construction, Drafting, Mechanical Engineering, Maintenance and Repair, Materials and Transportation, Auditing, Central Office Service, and Miscellaneous. A separate division of the Quartermaster General's Office was authorized May 19, 1917, which was given the name of Cantonment Division. To this new organization was assigned the work of construction of cantonments and camps. On October 10, 1917, the Construction and Repair Division was abolished and all of its functions were transferred to the Cantonment Division. Col. I. B. Littell, chief.

CONTRABAND COMMITTEE, WAR TRADE BOARD.

Formed February 14, 1918. Its functions were to issue, withhold, or refuse export licenses, and to expedite action upon licenses. It was dissolved during October, 1918. Charles A. Richards, who had previously been director of the Bureau of Exports, was chairman.

CONTRACT BRANCH, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This branch kept the records of all questionnaires sent to contractors prior to inviting them to bid on United States Housing Corporation projects. It filed the information received, prepared contract forms, and filed all records pertaining to contracts. H. McLaren, chief.

CONTRACT DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

The Contract Division had charge of all legal questions coming before the Bureau of Construction and Repair. It cooperated with the Design Division in the preparation of circulars and contracts for new vessels. The head of this division was the representative of the bureau in all matters connected with the Compensation Board and passed on the necessity for plant extensions, in cooperation with the Production Division. Capt. J. H. Linnard, chief.

CONTRACT DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

When the Emergency Fleet Corporation was first organized, all the work pertaining to the negotiation of contracts was carried on through a Committee on Contracts under the supervision of Chairman S. L. Fuller. This committee was redesignated, August 20, 1917, as the Contract Division, and its jurisdiction was extended to include the Examination and Negotiation, the Credit, and the Progress Departments. The activities of the division comprised: The investigation and negotiation of contracts for the construction and equipping of ships, dry docks, and marine railways; the preparation of recommendations to the corporation as to the acceptance, rejection, or modification of contracts; the handling of matters of transfer or register and applications for permits to construct ships for private or foreign account. This work continued under the control of the division until October 9, 1918, when the Division of Transfer and

Private Construction was created. By October 1, 1918, the division had negotiated 495 contracts for a total of 2,298 ships, aggregating 14,119,130 dead-weight tons, and including cargo carriers, tankers, troopships, barges, tugs, and refrigerator and hospital ships. Capt. E. Snow, the first manager of the division, was appointed September 4, 1917, followed on September 24, 1917, by Capt. G. S. Radford, who held office until the appointment of J. Y. Underwood, March 1, 1918. He in turn was followed by M. D. Ferris, June 1, 1918.

CONTRACT SECTION, ADMINISTRATIVE BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 26, 1918, with the following subsections: Labor Standards, Credits and Finance, Contracting, and Office Service. It prepared all contracts covering purchases, and passed on credits of contractors. Henry Ittleson, chief.

CONTRACT SECTION, EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

As it existed in December, 1917, this section was responsible for making out all new contract forms and for passing on all contracts made by the Equipment Division before being sent out. It was also responsible for the adequate enforcement of all contracts arranged by the division. It ceased to function as a part of the Equipment Division after January 14, 1918. Capt. H. R. Lane, chief.

CONTRACT SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

The Contract Section, under the designation of the Legal Section, was established January 15, 1918, the name being changed to Contract Section on March 25, 1918, with no change of function. The section was really a consolidation of the legal sections or branches of the various purchasing and procuring divisions of the Ordnance Department prior to January 15, 1918. Its duties consisted in the handling of all legal matters connected with the work of the Procurement Division, including the preparation of all procurement orders and formal contracts in accordance with the terms arranged by the negotiating agencies of the division. It advised the chief of the division with respect to all changes in laws, orders, etc., affecting the negotiation of orders, and also supervised, in their legal aspects, all alterations, cancellations, and extensions of procurement orders and formal contracts. At the conclusion of hostilities the section was functioning through the Formal Contract, Requisitions, Procurement Orders, Form Contract, Examination, Amendment and Cancellation, Patents, and Office Administration Branches, which performed various phases of the work described above. There was also an Advisory Council, which assisted the head of the section in defining policies for the handling of special kinds of work, and in conferring with contractors and in assisting negotiators in the closing of contracts. Maj. E. A. Hamilton was head of the Legal Section until March 25, 1918, when he was succeeded by Lieut. Col. Ralph Crews, as head of the Contract Section. Maj. Richard H. Hawkins became head of the section on December 10, 1918.

CONTRACT SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

Created in April, 1917, to have charge of the preparation and distribution of contracts, maintenance of records, and collaboration with the various procurement bureaus and sections on these contracts. E. W. Smith, chief.

CONTRACT SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established about January 25, 1919, as the Legal Section. On March 6, the name was changed to Contract Section. It compiled information relating to the drafting of contracts covering sales made by the Director of Sales, reviewed all contracts relating to sales negotiated by his office or by other departments or bureaus under the War Department, and also supervised the carrying out of these contracts. The section gave advice upon all legal questions arising in connection with the work of the Director of Sales and was responsible for the preservation of all executed contracts. Chief, G. H. Dorr, appointed March 6, 1917. Maj. L. I. Harvey was acting chief after May 16.

CONTRACT ADJUSTMENT, BOARD OF; WAR DEPARTMENT.

A board of officers created in the Purchase, Storage and Traffic Division on November 6, 1918, by order of the Secretary of War, "to hear and determine claims, doubts, or disputes, including all questions of performance or nonperformance," arising under any contract made by the War Department. Under this authority it was the function of the board to pass upon disputes and disagreements between contractors and the various bureaus concerning the interpretation and settlement of contracts. In the case of both completed contracts and contracts terminated after the armistice, the board acted as a court of appeal in cases of awards made by the bureau claims boards. After the passage of the act of March 2, 1919, providing for the settlement of claims growing out of agreements not executed in legal form the War Department Board of Claims conferred upon the Contract Adjustment Board original jurisdiction over claims arising from agreements made by authority of the President when such agreements were not executed in the manner prescribed by law, and over claims arising from agreements made by authority of the Secretary of War when such agreements were not established by written evidence. The membership of the board was as follows: Col. C. B. Garnett (chairman), Col. F. C. Boggs, Col. H. H. Lehman, Lieut. Col. R. H. Carruth, Lieut. Col. Joseph Fairbanks, Lieut. Col. E. A. Hamilton, and Lieut. Col. E. S. Malone.

CONTRACT ADJUSTMENT BRANCH, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created February 28, 1919, to pass on the validity of contracts for the Director of Finance, and to prepare memoranda and opinions upon claims, adjustments, and settlement of contracts and payments under contracts. Capt. R. D. Stephens, chief to March 10, 1919, succeeded by Capt. Horace Van Deventer.

CONTRACT EXAMINING AND RECORDS BRANCH, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created February 28, 1919, to have charge of the examination of contracts and bonds to determine their correctness in conformity with laws, regulations, and War Department rulings. Maj. W. S. Griffin, chief.

CONTRACT FILES BRANCH, FINANCE AND ACCOUNTS DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, as the Contract Supervision Branch of the Administrative Division. On May 29, 1918, it was transferred to the Finance and Accounts Division, and on June 14, 1918, the name was changed to the Contract Files Branch. The branch checked all contracts to see that they conformed to legal requirements in form. The head of the branch was Miss Jessie Dell. She was succeeded by Lieut. Col. J. Q. A. Brett.

CONTRACT AND PURCHASING BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established January 26, 1918, and known successively as the Control and Legal Branch, the Contract Branch, and the Contract and Purchasing Branch. Responsible to Reclamation Division prior to April 22, 1918. The branch supervised the purchase of the necessary supplies and equipment for the work of the division. It was abolished June 14, 1918. R. L. Raymond, chief.

CONTRACTS BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Established prior to outbreak of war, its functions being indicated by its name. It was abolished January 26, 1918, upon the reorganization of the Office of the Quartermaster General.

CONTRACTS, COMMITTEE ON, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Contract Division, United States Shipping Board Emergency Fleet Corporation.*

CONTRACTS SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

See *War Contracts Section, Planning and Statistics Division, War Industries Board.*

CONTRACTS AND CHARTERS DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

This department had charge of contracts, recorded and checked all freight agreements, charters, and other obligations, and maintained contact with the comptroller of the Division of Operations concerning these matters. W. S. Houston and George Heerbrandt successively in charge.

CONTRACTS AND PURCHASE BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Organized July 17, 1918. The branch had supervision over the preparation and approval of contracts for the purchase of hard-

ware and metals. This branch was transferred to the General Supplies Division, October 28, 1918. Maj. E. A. Darr, chief.

CONTROL BOARD, DEPARTMENT OF MILITARY AERONAUTICS.

Created May 21, 1918, to have supervision over promotions in the Department of Military Aeronautics and to execute the function of planning and of the determination of policies, and to act as a clearing board for matters outside the jurisdiction of any one division requiring joint consideration. Col. M. F. Davis was president of the board, succeeded by Lieut. Col. W. E. Gillmore.

CONTROL OF LABOR STANDARDS FOR ARMY CLOTHING, BOARD OF.

Created August 24, 1917, by an order of the Secretary of War following the recommendations of a committee of investigation which had been appointed by the Secretary about August 1, 1917, to report on conditions in the garment industry affecting the making of uniforms. The board was composed of Louis E. Kirstein, chairman; Mrs. Florence Kelley, and Capt. Walter E. Kruesi, Quartermaster Corps, who had also formed the personnel of the Committee of Investigation. The board was authorized to establish standards in wages, hours, fire hazards, sanitary, and other conditions in establishments producing clothing for the Army. Its jurisdiction was later extended to include inspection of all factories manufacturing materials for the Clothing and Equipage Division of the Office of the Quartermaster General. The board was also charged with the adjustment of labor disputes in its field that threatened to interfere with the delivery of completed product. Numerous adjustments were made through the methods of mediation, investigation, and arbitration. On January 23, 1918, the board was dissolved by order of the Secretary of War and its work was continued by the Administration of Labor Standards, a department of the Industrial Relations Branch of the Office of the Quartermaster General. Mr. Kirstein was appointed administrator. He resigned April 8, 1918, and was succeeded by Dr. William Z. Ripley, of Harvard University. The activities of the office terminated January 15, 1919. Headquarters were in New York City.

COOPERAGE INDUSTRY WAR SERVICE COMMITTEE.

Organized May 10, 1917, at a convention of the Associated Cooperage Industries of America. The committee worked through the War Industries Board, kept the trade informed of rulings, and formed the point of contact for the industry with governmental agencies. Walker L. Wellford, chairman.

COOPERATION WITH THE COUNCIL OF NATIONAL DEFENSE, COMMITTEE ON; CHAMBER OF COMMERCE OF THE UNITED STATES.

Organized June 1, 1917. The committee acted in an advisory capacity, developing cooperation between the Council and industry. The committee was enlarged December 12, 1917, and became known as the War Committee, which was in turn succeeded by the War Service Executive Committee. Waddill Catchings, chairman.

COOPERATION WITH MILITARY AUTHORITIES, SPECIAL COMMITTEE ON, AMERICAN RAILWAY ASSOCIATION.

Organized by American Railway Association upon the request of the Secretary of War. On October 26, 1915, the Secretary of War suggested to the American Railway Association that a committee be appointed to cooperate and consult with the War Department with reference to military transportation. The executive committee of the association at once appointed a subcommittee of four to confer with the Secretary of War, the personnel of which was as follows: Fairfax Harrison, chairman; R. H. Aishton, W. G. Besler, and A. W. Thompson. Later the subcommittee came to be known as the Special Committee on Cooperation with the Military Authorities. Numerous conferences were held, in the midst of which orders were issued for the mobilization of the National Guard, June 18, 1916. The plan of cooperation which had been worked out immediately became effective. Railroad officials were placed on duty at the various mobilization camps, at the headquarters of the four military departments, and in the office of the Quartermaster General at Washington. These officials, under the supervision of the special committee, cooperated with the military authorities throughout the period of the mobilization on the Mexican border, and both the President and the Secretary of War spoke in high terms of their work. On February 16, 1917, this special committee was superseded by the Special Committee on National Defense of the American Railway Association, which was organized to cooperate with the Council of National Defense in organizing the Nation's railroads.

COOPERATION WITH STATES, SECTION ON; COUNCIL OF NATIONAL DEFENSE.

On April 6, 1917, a department of the Council of National Defense was organized which sought to coordinate all State-defense activities. It later became the Section on Cooperation with States, which functioned under the general supervision of the director of the council, with George F. Porter as chief of section. On April 9, 1917, the Secretary of War, acting in his capacity as chairman of the Council of National Defense, issued to the governors of all the States and to the Commissioners of the District of Columbia a request to create State councils of defense, and beginning May 2 a conference was held at Washington which was attended by representatives from the various States, at which the whole project was discussed. By the end of June it was reported that the organization of the State councils of defense had been accomplished. The Section on Cooperation with the States took over the supervision of the organization, and under its direction county and other subsidiary councils of defense were organized within the various States. The organization which functioned under the Section on Cooperation was created in response to the demand for some agency which should coordinate the activities of the many local bodies which were concerning themselves with problems of national defense. The Section on Cooperation served as a central agency for transmitting the recommendations and requests of national organizations to the State councils, for obtaining information concerning local conditions for the use of the appropriate Federal authorities, and for the interchange of ideas and suggestions

between the various State councils. The Federal authorities were then enabled to secure accurate information at all times concerning local conditions throughout the country and to devise measures for promoting the national interest. Through the section the State councils of defense, among various other activities, furthered plans for the celebration of registration day, stimulated recruiting for the Regular Army, assisted in advertising the first Liberty loan, and aided in the popular campaign for food conservation. Whenever local patriotic societies were created, or any agencies interested in national defense, an effort was made to coordinate their activities through the State councils of defense, in order to avoid dissipation of energy.

See also *State Councils Section, Council of National Defense.*

COOPERATIVE ORGANIZATIONS, SECTION ON, CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in June, 1917, by the voluntary Food Administration to correlate the efforts of religious, fraternal, patriotic, labor, and other organizations which were making campaigns for food conservation. The work was taken over in the fall of 1917 by the Conservation Division. It was transferred to the States Administration Division in January, 1918. George Cullen was chief until February, 1918, when he was succeeded by H. A. Smith.

COPPER, COOPERATIVE COMMITTEE ON, COUNCIL OF NATIONAL DEFENSE.

Appointed by the chairman of the Committee of Raw Materials, Minerals, and Metals, May 17, 1917. The committee arranged a satisfactory price for the purchase of copper by the Government for the use of the Ordnance Department. The needs of the allies were also taken care of by this committee. Because of provisions in the Food and Fuel Act, members of the committee resigned, and in November, 1917, it ceased to function. John J. Ryan, chairman.

COPPER PRODUCERS' COMMITTEE.

This committee made all purchases for the Government, all contracts being entered into with the United Metals Selling Co. for purchases in this country, and with the American Smelting & Refining Co. for all purchases for export. The material was allocated by the committee subject to the supervision of the Non-Ferrous Metals Section of the War Industries Board. Edward Morchauer, Washington representative.

CORN MILLERS' WAR SERVICE COMMITTEE.

Organized October 10, 1917, to cooperate with the United States Food Administration in connection with the substitution of corn for wheat and with the elimination of hoarding and speculation. W. W. Marshall, secretary.

CORN PRODUCTS WAR SERVICE COMMITTEE.

Appointed October 24, 1917, at a meeting of corn products manufacturers, which was held in conference with the United States Food Administration. The committee took up the methods of utilizing

corn starch, corn sirup, and corn oil to replace wheat, sugar and fats, and coordinated the work of the Food Administration with the industry. W. G. Irwin, chairman, succeeded by E. F. Bradford.

CORSET INDUSTRY WAR SERVICE COMMITTEE.

Organized at a meeting of manufacturers held June 25, 1918, under the auspices of the United States Chamber of Commerce. Conservation agreements were worked out for the industry, together with an allotment of steel, with the Priorities Division, War Industries Board. The restrictions were lifted after the armistice. The committee was on December 10, 1918, continued to act during the period of reconstruction. Isaac M. Ullman, chairman.

COST OF LIVING AND DOMESTIC ECONOMY, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

S. Thruston Ballard was appointed chairman of this committee by Samuel Gompers, chairman of the Committee on Labor, shortly after the organization of that committee in April, 1917. No other members were appointed. It was designed to investigate the cost of living and encourage domestic economy. These functions, however, were taken over by the United States Food Administration early in the war and thus the need for the committee ceased.

COST REPORTS BRANCH, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

The functions of this branch were the keeping of accurate records of unit cost and progress of work performed on each United States Housing Corporation project, and the utilizing of this record to eliminate further difficulties. When a comparison of the actual cost with the contractor's estimate showed an overrun, the cause was sought and remedies applied. The branch had a cost-reports engineer on each project. J. C. Prior, chief.

COSTS, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

See *Engineering, Bureau of; Oil Division, United States Fuel Administration.*

COTTON COMMITTEE, WAR INDUSTRIES BOARD.

Appointed September 23, 1918, with the approval of the President, to devise methods for (1) broadening the channels of distribution and use of the great stock of low grades of cotton now practically unmarketable; (2) eliminating speculation and hoarding; and (3) apportioning foreign orders, with a further suggestion that it might, if found necessary, recommend basic prices. On November 8, 1918, a statement was issued that no shortage of cotton existed, and therefore no fixed price was recommended, that no way existed of enforcing a fixed price unless the Government stood ready to purchase the crop, and that the installation of an official system of inspection and certification would be impracticable. The committee ceased to function November 12, 1918. Thomas W. Page, chairman.

COTTON BATTING WAR SERVICE COMMITTEE.

Organized August 13, 1918, to represent the manufacturers of commercial batting, rag batting, and mattress felts and batts, with the Cotton and Cotton Linters Section of the War Industries Board, and with the American National Red Cross. R. S. Dwight, chairman.

COTTON AND COTTON LINTERS SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Organized April 4, 1918, reporting both to its own division and to the Procurement Division, Ordnance Department. It found that substitutes could be provided for industries using cotton linters for other than explosive purposes, and arranged concerning production and price of linters (price ratified by Price Fixing Committee May 2, 1918) through representatives of the cottonseed crushing industry. In order to secure the entire supply of linters, it arranged the cotton linter pool, under whose arrangements the United States Ordnance Department and this section were given definite jurisdiction—Ordnance overproduction, commandeering, and finance, this section over the allocation of supplies, the storage both of mattress and munition linters against prospective requirements and temporary excess production, of rules regarding linters manufacture, and over reports of all kinds. It also handled matters pertaining to the linter bleaching, mattress, bedding, and press-cloth industries, cotton textile mill wastes, and absorbent and nonabsorbent cotton batts. Investigations regarding cotton and stabilizing the cotton market, especially the discovery of a preponderance of low-grade cotton, were made by the section, but the question assumed such importance that on September 14, 1918, the President suggested the formation of a special committee, which was designated the Cotton Committee. There were three coordinating members of the section from Ordnance, two from Navy, two from Marine Corps, one each from Shipping Board, Du Pont American Industries (Inc.), and United States Food Administration. The section attempted no control over cotton rags, hull fiber, or wool pulp for nitration, no shortage being threatened. It brought about an agreement whereby the responsibility for and the future control of the cotton linter pool rests with the officials of the Procurement Division of the United States Ordnance Department. The section was discontinued December 19, 1918. George R. James, chief.

COTTON AND COTTON LINTERS WAR SERVICE COMMITTEE.

Organized August, 1918, by the Cotton and Cotton Linters Section of the War Industries Board to discuss trade problems. R. S. Montgomery, chairman.

COTTON DISTRIBUTION, COMMITTEE ON, WAR INDUSTRIES BOARD.

Created September 23, 1918, as a separate committee with authority to buy cotton for the United States and the allies, at prices to be approved by the President, during the investigation by the Cotton Committee appointed on the same date. It made allotments of cotton as to quantity and grade to all domestic and foreign consumers. It did not recommend price-fixing. On November 13, 1918, it pro-

hibited speculative short selling on the New York and New Orleans Cotton Exchanges, and on December 9, 1918, removed these restrictions. The committee was discontinued December 10, 1918. Charles J. Brand, chairman.

COTTON DUCK WAR SERVICE COMMITTEE.

Organized May 8, 1918, by the Cotton Duck Association. It worked with the Price Fixing Committee of the War Industries Board and assisted in the allocation of cotton duck for Army, Navy, and Marine Corps. J. Rousmanniere, chairman.

COTTON GOODS BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 18, 1918, and functioning as of October 8, 1918, through four sections: Cotton Goods Procurement, Converting, Cotton Yarn, and Production and Inspection. It recommended specifications for and procurement of cotton goods. H. L. Bailey, chief.

COTTON GOODS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Appointed in April, 1917, to be advisory as well as auxiliary to the Committee on Supplies. The committee coordinated Government requirements, centralized purchases, and eliminated competition between Governement departments. On January 12, 1918, the work was taken over by the Quartermaster Corps. Lincoln Grant was chairman, succeeded by Spencer Turner.

COTTON GOODS SECTION, SUPPLIES COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

See *Cotton Goods Cooperative Committee.*

COTTON GOODS SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Established after May 28, 1918, being a development from the Committee on Supplies, Council of National Defense. It assisted the Government departments in securing supplies of cotton goods by indicating sources, making allocations, and calling on the industry to cooperate loyally in turning over its production to the Government at reasonable prices. It created a war service committee to advocate price fixing, which was almost universally opposed, but maximum net prices at mills were agreed upon and issued by the Price Fixing Committee July 8, 1918 (amended September 26 and November 15, 1918). The section was discontinued December 21, 1918. Spencer Turner, chief.

COTTON GOODS PROCUREMENT SECTION, COTTON GOODS BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed October 8, 1918, with Lieut. Col. W. W. Coriell at Washington and W. H. Holbrook at New York as chiefs. It recommended changes in specifications, if necessary, as well as filling its function of procurement.

COTTON AND LINEN THREAD AND TAPES SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Created June, 1917, to handle these commodities in coordination with the Advisory Committee on Linen Thread of the Ordnance Department and with the Committee on Supplies, Council of National Defense. The name became the Flax Products Section in January, 1918. George F. Smith, chief.

COTTON LINTER POOL.

Formed May 1, 1918, for the purpose of securing the entire supply of cotton linters available August 1, 1918, to July 31, 1919, with the following participants: United States Ordnance Department (by agreement with Navy); the Canadian, French, British, Italian, and Belgian Governments through authorized boards or missions; manufacturers of explosives with United States or allied powder or guncotton contracts; and manufacturers of absorbent cotton having United States, allied, or Red Cross contracts. Rules were formulated which covered supplies and freight charges, and defined functions and relationship of jurisdiction assigned to the Ordnance Department and the Cotton and Cotton Linters Section, War Industries Board. The Du Pont American Industries (Inc.) was appointed purchasing agent for the Ordnance Department. Being obligated to buy, or provide ways and means for carrying out its obligations to the cotton seed crushing industry to buy, all linter produced up to July 31, 1919, the pool met from November 11 to December 19 to formulate plans for liquidation, and on the latter date through the Cotton and Cotton Linters Section, War Industries Board, it arrived at an agreement which turned over its obligations and assets to the Procurement Division of the United States Ordnance Department.

COTTON MANUFACTURERS, NATIONAL COUNCIL OF; WAR SERVICE COMMITTEE.

Created June 22, 1917, to cooperate with the governmental departments in the procurement of the necessary requirements of cotton goods and in the conversion of plants to manufacture military equipment. The committee cooperated with the War Industries Board. G. H. Millikin, chairman.

COTTON SEED INDUSTRY SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

This section was organized in August, 1917, and was put under the Division of Collateral Commodities. Cottonseed oil was found to be an important factor in the food program and the section supervised the industry in regard to production and distribution. All dealers in seed, crushing mills, and refiners were licensed and brought under the supervision of the Food Administration. The section had under its control lard substitutes, cottonseed meal and feeds made from cotton seed. Exports were suspended, but after the suspension of hostilities exports restrictions were lifted. The price was stabilized and the lowest possible cost of conversion allowed. The section cooperated with the Cotton and Cotton Linters Section of the War

Industries Board to secure the largest production of cotton linters. D. H. Pyle, chief, succeeded April 1, 1918, by Dr. G. H. Denny.

COTTON THREAD MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized June 19, 1918, by the Conservation Division of the War Industries Board. The committee recommended the elimination of a large number of sizes of spool cotton but the order was revoked at the signing of the armistice. J. William Clark, chairman.

COTTON WASTE WAR SERVICE COMMITTEE.

Appointed by the American Cotton Waste Exchange. The committee cooperated with the War Industries Board and acted as point of contact of the cotton waste industry with the Government. P. A. Green was chairman until May 7, 1918, when he was succeeded by H. F. McGrady.

COUNCIL OF GREAT POWERS, PEACE CONFERENCE.

The only body of the conference continuously in session, and commonly described in official communiques as "meetings of the President of the United States, the Prime Ministers, and Foreign Ministers of the allied and associated powers and the Japanese representatives." Two representatives from each power having been ordinarily in attendance, the terms "the Council of Ten," and later when the representation was cut in half to expedite business, "the Council of Five," and still later, the Japanese representative not attending except when Japanese interests were involved, "the Council of Four," came into existence as popular designations of the council.

COUNCIL OF NATIONAL DEFENSE.

The Council of National Defense was created by act of Congress, approved August 29, 1916, but was not fully organized until March 3, 1917. Under the terms of the act, the council was among other things charged with the "coordination of industries and resources for the national security and welfare" and with the "creation of relations which render possible in time of need the immediate concentration and utilization of the resources of the Nation." The council under the act was composed of the Secretaries of War, Navy, Interior, Agriculture, Commerce, and Labor, and functioned under the advice and counsel of its Advisory Commission, composed of "not more than seven persons, each of whom shall have special knowledge of some industry, public utilities, or the development of some natural resource, or be otherwise specially qualified," and functioned through a director who had authority to employ such expert and other help as might be required. In a broad sense it was the council's duty to make available to the United States the best thought and effort of American industrial and professional life for the successful prosecution of the war. It was also its duty to put behind the war machine the coordinated individual effort of the Nation's industrial system, its transportation, communication, and production facilities, and to transmit from Washington to the Nation the information so that the individual industries could carry on that work successfully. The council was and still is an administrative laboratory where needs were studied and the necessary machinery set up to supply those needs. It was through such

study that the General Munitions Board was created and the War Industries Board built. These boards and other similar organizations were created around the nuclei of the committee of the council. As new organizations were set up, the subcommittees of the council were dissolved by council action and were immediately reappointed under the new agency or were made cooperative war service committees for the various industries themselves. For this reason a great number of committees under the council seem to have had but short life, but in reality they were governmental creations in process of integration. The council's total expenditures to May 1, 1919, were $1,574,000, which included $225,000 for the erection of a building. Until December 20, 1918, the director of the council was W. S. Gifford. Since that date the director has been Grosvenor B. Clarkson.

COUNCIL OF TEN, PEACE CONFERENCE.

See *Council of Great Powers.*

COUNCILS OF DEFENSE, STATE.

On April 9, 1917, the Secretary of War, acting as chairman of the Council of National Defense, issued a request that State councils of defense be created. On May 2, 1917, a conference was held in Washington, attended by representatives of the various States, at which problems of organization and preliminary plans for work were discussed. By the end of June all of the State councils had been appointed, either by the various governors or by legislative acts. In a majority of cases these councils came ultimately to be established by statute and suitable appropriations were made for carrying on their work. By the middle of 1918, county councils acting under State councils were in operation in no less than 46 States. Since the whole purpose of the plan was to organize the mass of the people for effective cooperation in the prosecution of the war, the necessity for further decentralization was early recognized, with the result that a large number of municipal and community councils were established. The entire system of State, county, municipal, and community councils, together with the State division of the Woman's Committee of the Council of National Defense, ultimately comprised some 184,400 units. It was the purpose of the State councils, together with their subsidiary organizations, to centralize and coordinate the war work in the various States, to assist the Council of National Defense, and the various Federal departments and war administrations in carrying out their programs, and to inaugurate defense policies in the States themselves. The Federal authorities were constantly informed, through the States Council Section of the Council of National Defense, of the condition of public opinion throughout the country. The first definite task undertaken by the State organizations was the education of the people concerning the war aims of the Government and the methods and policies which had been planned to carry out its program. The following are a few of the activities of the State councils: Registration for the draft; detection of deserters; regulations and curtailment of nonwar construction; counteracting enemy propaganda; location of enemy-owned property for the Alien Property Custodian; conservation of food,

fuel, and transportation; sale of liberty bonds; collection of funds for American National Red Cross, etc.; and the Americanization of foreign elements in the population. Many individual policies were also initiated to meet special needs existing in various regions. The State councils of defense worked in close cooperation with the State sections of the Woman's Committee of the Council of National Defense. The work of the State councils did not cease with the signing of the armistice. Work was also done in connection with demobilization. The return home of discharged soldiers gave rise to new problems, while on the other hand, the cessation of hostilities did not lessen the importance of food production and conservation, and the State councils continued to devote their attention to these and similar matters.

COUNCILS OF DEFENSE, CHAIRMEN OF STATE.

Alabama, Richard M. Hobbie, Lloyd M. Hooper.
Arizona, Gov. G. W. P. Hunt.
Arkansas, Adjt. Gen. Lloyd England.
California, Gov. W. C. Stephens.
Colorado, Gov. Julius C. Gunter.
Connecticut, Richard M. Bissell.
Delaware, Gov. John G. Townsend, jr.
District of Columbia, William H. Baldwin.
Florida, Justice James Whitfield.
Georgia, Gov. Hugh M. Dorsey.
Idaho, Dr. E. A. Bryan.
Illinois, Samuel Insull.
Indiana, Michael Foley.
Iowa, Lafayette Young, sr.
Kansas, Dr. H. J. Waters.
Kentucky, Edward W. Hines.
Louisiana, Gov. Ruffin G. Pleasant.
Maine, Harold M. Sewall.
Maryland, Gen. Francis Waters.
Massachusetts, James J. Storrow.
Michigan, Gov. Albert Sleeper.
Minnesota, Gov. J. A. A. Burnquist.
Mississippi, Gov. Theodore Bilbo.
Missouri, F. B. Mumford.
Montana, Gov. Samuel Stewart.
Nebraska, Robert M. Joyce.
Nevada, Gov. Emmet D. Boyle.
New Hampshire, John B. Jameson.
New Jersey, Mayor Thomas Raymond.
New Mexico, Secundino Romero.
New York, Gov. Charles Whitman.
North Carolina, D. H. Hill.
North Dakota, Gov. Lynn Frazier.
Ohio, Gov. James Cox.
Oklahoma, J. M. Aydelotte.
Oregon, William F. Woodward.
Pennsylvania, George Wharton Pepper.
Philippine Islands, Gov. Francis Burton Harrison.
Rhode Island, Gov. R. Livingston.
South Carolina, D. M. Coker.
South Dakota, Gov. Peter Norbeck.
Tennessee, Maj. Rutledge Smith.
Texas, Judge O. E. Dunlap.
Utah, L. H. Farnsworth.
Vermont, Judge Leighton P. Slack.
Virginia, Adjt. Gen. Jo Lane Stern.
Washington, Dr. Henry Suzzalo.
West Virginia, Gov. John G. Cornwell.
Wisconsin, Magnus Swenson, W. S. Heddles.
Wyoming, Maurice Groshon.

CRANE SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Organized November 12, 1917, to provide for supply of cranes, buckets, hoists, and pile drivers. Data collected by the section showed threatened shortage on the following types of the section's commodities, which were placed on the clearance list: Locomotive, gantry, electric traveling, shipyard, and wrecking cranes; grab buckets; portable, electric, electric monorail, chain, pile drivers, and track hoists. Demand and threatened shortage, acute enough to justify allocation of orders and arrangement of shipping schedules, was necessary only in the case of locomotive cranes, an allocation of 700 being made August 3, 1918, a second of 260 on September 23, 1918, and a third being planned for when the armistice negotiations began. The section was discontinued December 14, 1918. Alexander C. Brown, chief.

CREDITS SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Upon the creation of the Procurement Division on January 14, 1918, the Credits Section was established as a reorganization of the Finance Branch of the Purchase Section, Gun Division, established September 17, 1917. It was originally charged with handling all strictly financial matters in connection with the work of the Procurement Division, and it also acted as the clearing house of the division with reference to business of a financial nature to be taken up with other divisions or departments. By an order of June 27, 1917, the section was given somewhat more restricted duties, which were as follows: To obtain from the Finance Section of the Administration Division the necessary financial reservations and allotments before completing the negotiation of contracts and orders; to approve requisitions for contracts as regards final credit to contractors; to act as liaison section between the Procurement Division and the War Credits Board with reference to advance payments to contractors; and to maintain a register of orders placed against procurement requests. The function of making allotments was transferred to the Finance Section of the Administration Division. The section carried out these duties through the following branches: Allotment Request, Payment Papers, Credit, Advance Payment, Bookkeeping, Cost Estimating, Contract Abstracting, and Project Estimating. The Bookkeeping Branch was abolished prior to the signing of the armistice, while the Cost Estimating and Project Estimating Branches were supplanted by the Cost and Project Branch. Capt. Antonio Lazo became head of the section on January 17, 1918. He was followed successively by Lieut. S. S. Gould, April 25, 1918; Maj. John H. Mathew, May 10, 1918; and by Capt. W. C. Brown on September 3, 1918, as acting head and as head on October 22, 1918.

CREDITS AND FINANCE SUBSECTION, CONTRACT SECTION, ADMINISTRATIVE BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed June 14, 1918. It passed upon financial and moral responsibility of prospective contractors, was the representative of the division with War Credits Board, and controlled extension of credit to purchasers of Government-owned materials. Henry Ittleson, chief.

CREOSOTE SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in February, 1918. Creosote was originally handled by the Coal Gas Products Section. This section completed a survey of this commodity in March, 1918, but when, about June 1, 1918, the requirements of the Army, Navy, United States Shipping Board, and Emergency Fleet Corporation were known, a second complete questionnaire was sent out to the industry on July 19, report on which with compilation was made August 29. The section was opposed to commandeering the creosote production, and was sustained by the Railroad Administration, which through its Forest Products Section adopted a program of conservation and substitution of materials for wood preservation. The section adopted a program whereby the needs of Army, Navy, and Emergency Fleet Corporation were given clearance. This and the allocation of supply were approved by the

Priorities Commissioner and notice was sent to producers October 23, 1918. The section was discontinued December 31, 1918. Ira C. Darling, chief.

CROP ESTIMATES, BUREAU OF; DEPARTMENT OF AGRICULTURE.

During the war the work of this bureau was, for the most part, a continuation and extension of its regular activities, namely, collecting, summarizing, and publishing systematically and promptly country-wide information relating to agriculture. Many of its activities, however, were strictly war activities, such as (1) special investigations of war conditions of farm labor, farm credit, crops, live stock, quantity and quality of land under cultivation, fertilizer situation, and seed supply; (2) distribution of literature pertaining to food conservation, farm labor, thrift, war service, and Liberty bonds; (3) cooperation with the Alien Property Custodian through crop reporters who notified him of any property known to them to be held by aliens in the United States; (4) the administration of the Government seed grain loans to farmers in drought-stricken areas of the Southwest by means of the Federal land banks and in cooperation with the Treasury Department. The Truck Crop Reporting Service of the bureau was extended for war purposes, a weekly Truck Crop News was issued, and a corps of paid local correspondents established to insure regularity of information from truck-growing regions. At the same time the Field Service, the Crop Recording and Abstracting Service, and the library cooperated in the war work of the bureau, analyzing special investigations and reports and aiding the various other agencies of the department and the Government through special statements, summaries, tables, and other statistical material. During the war period the organization of the bureau was as follows: Administrative Division; Division of Crop Reports, for tabulating and summarizing returns from voluntary crop reporters; Division of Crop Records, in charge of statistical reports, crop reports, and foreign crop and live-stock statistics; Truck Crop Section, in charge of truck crop investigations and weekly truck news; Fruit Crop Section, in charge of commercial apple and peach investigations; Crop Reporting Board, for summarizing all returns for the Monthly Crop Reporter; and a Field Service, in charge of crop and live-stock investigations in the field, with headquarters and organization in each State. Leon M. Estabrook, chief of bureau.

CUSTOMS DIVISION, TREASURY DEPARTMENT.

A permanent Treasury Department bureau charged with the collection of customs duties, and the supervision of merchandise exports and imports. The function of the bureau as collector of customs was however, were strictly war activities, such as (1) special investigaties were enlarged by the additional duties entailed upon it by the great increase in exports and imposed upon it by the laws with reference to enemy trade and enemy activity. The more important of these functions were the inspection of passports, the supervision of crews, the policing of vessels to prevent illegal arrival or departure of goods and persons, to prevent illegal communications, and to insure safety in the handling of munitions, the checking of imports and exports against license permits of the War Trade Board, and the

compilation of foreign-trade statistics for the use of governmental agencies. The chief of the Customs Division during the war period was F. M. Halstead, under the general supervision of Assistant Secretary of the Treasury L. S. Rowe.

CYANAMID COMPANY, AMERICAN.

See *Air Nitrates Co.*

DAIRY DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division which conducted extensive war work. It solved various technical problems, conducted inspections, stimulated dairy productions, and encouraged food substitution and conservation. The division developed a procedure for the manufacture from milk casein of a special waterproof glue used in airplane construction, which had formerly been imported. Through inspectors stationed at various creameries the division supervised for the Navy Department the manufacture and packing of over 3,000,000 pounds of butter in the summer of 1917 and over 9,000,000 pounds during 1918. Through the efforts of the division large savings in creamery by-products were brought about, especially in the utilization of skim milk and buttermilk in the making of cottage cheese and condensed skim milk. Representatives of the Dairy Division spent a great deal of time in the extra-cantonment zones to improve the sanitary condition of milk and dairy products and to make available a larger supply of these products for use by the troops. In order to show the relative value of dairy products, to encourage their conservation, and to bring about increased and economical production of them, about 9,000,000 leaflets, including nineteen different publications, were distributed by the division in all States. B. H. Rawl, chief.

DAIRY MACHINERY WAR SERVICE COMMITTEE.

Organized July 24, 1918, to represent the manufacturers of dairy machinery and cooperate with the Brass Section of the War Industries Board. C. A. Wiltses, chairman.

DAIRY PRODUCTS SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized as a division in August, 1917, to handle the problem of dairy products. The work was continued until December, 1917, when it became a section of the Perishable Commodities Division created at that time. George E. Haskell, chief.

DANDY ROLLS WAR SERVICE COMMITTEE.

Organized October 1, 1918, to represent the manufacturers of dandy rolls with the Pulp and Paper Section of the War Industries Board. W. G. Trotman, chairman.

DEHYDRATION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created February 1, 1918. The branch was instrumental in creating the dehydrated industry in the United States. Millions of

pounds of dehydrated potatoes, carrots, onions, and turnips were sent overseas. Maj. J. W. McIntosh, Maj. Ben Gallagher, Capt. W. W. Krag successively acted as head of this branch.

DEHYDRATION, DIVISION OF; BUREAU OF CHEMISTRY, DEPARTMENT OF AGRICULTURE.

Formed October 1, 1918, when a special appropriation of $250,000 was made available for investigations in the commercial phases of dehydration. The work was carried on through commercial plants and universities that had been studying the problem. The aim of the division was to investigate the best methods of dehydration, the food value of dehydrated products, and the proper methods of packing. Lou D. Sweet, who had handled the dehydration problem for the United States Food Administration, was associated with this division. Maj. Samuel C. Prescott, chief.

DEMOBILIZATION BOARD, ORDNANCE DEPARTMENT.

The Demobilization Board, consisting of six members, was appointed on November 20, 1918, to decide all questions relating to the demobilization of the commissioned, enlisted, and civilian personnel of the Ordnance Department. The chief of the Personnel Group was responsible for carrying into effect the decisions of the board after their approval by the Chief of Ordnance. The board was dissolved on January 11, 1919, and its records turned over to the recorder of the board appointed on the same date to "consider all questions of policy relating to the personnel of the Ordnance Department." Col. W. H. Tschaffat directed the work of the board.

DEMOBILIZATION BRANCH, FIELD OPERATIONS DIVISION, DIRECTOR OF FINANCE.

Established December 5, 1918, and taken over by the Field Operations Division in March, 1919. This section was established to supervise all matters relating to the final payment of troops upon demobilization. The executive personnel of the section included Majs. O. W. Bralund, F. E. Parker, and E. M. Foster.

DENIM WAR SERVICE COMMITTEE.

Organized by the Cotton Goods Section of the War Industries Board. S. F. Dribben, chairman.

DENTAL SECTION, PERSONNEL DIVISION, SURGEON GENERAL'S OFFICE.

This section exercised general supervision over the organization of the dental service, which included the assignment of dental officers to duty, and the making of recommendations for the construction of the necessary dental infirmaries in the cantonments. This section was successively directed by Capt. John R. Ames, Maj. W. H. G. Logan, and Lieut. Col. L. K. Laflamme.

DENTAL MANUFACTURERS' WAR EMERGENCY ASSOCIATION.

Organized April 19, 1917, to facilitate the production of dental instruments, supplies, appliances and furniture, and to secure for the Government complete supplies of these articles. Frank A. Taylor, president.

DENTISTRY, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed with Dr. Edward C. Kirk, chairman, succeeded by Dr. W. H. G. Logan. Cooperated with the Preparedness League of American Dentists in developing the Dental Reserve Corps, had military instruction included in curricula of dental colleges, cooperated with manufacturers in standardization of dental instruments, secured volunteer services of certain dental professors in eliminating dental disabilities of recruits, and initiated investigation on trench mouth disease. It had nine subcommittees: Mobilizing Dental Educational Activities, Dr. F. B. Moorehead, chairman; Special Hospitals, Dr. G. V. I. Brown, chairman; Dental Supplies, Dr. E. C. Kirk, chairman; Preparedness League of American Dentists, Dr. T. W. Beach, chairman; State Dental Societies and Examining Boards, Dr. L. L. Barber, chairman; Legislation and Enrollment, Dr. W. H. G. Logan, chairman; Dental and Oral Hygiene, Dr. A. C. Fones, chairman; Publicity, Dr. O. U. King, chairman; Dental Research, Dr. W. W. Price, chairman.

DEPOSIT AND ALLOTMENT BRANCH.

See *Personal Deposits and Allotments Branch, Quartermaster General.*

DEPOT BRANCH, OPERATING DIVISION, QUARTERMASTER GENERAL.

Organized February 13, 1918, being a branch of the Warehousing Division to April 16, 1918, of the Depot Division to August 15, 1918, and after that date of the Operating Division. It supervised the operation of the various depots and warehouses of the Quartermaster Corps and supervised the inspection of depots, warehouses, and camps and cantonments. It was abolished November 1, 1918, and its duties taken over by the Domestic Operations Division. Capt. G. M. McConnell and Maj. F. K. Espenhain, successively acted as chief.

DEPOT DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, to continue the work of the Warehousing Division. It supervised and coordinated all distribution of supplies, provided necessary warehousing facilities for the receipt, storage, and handling of supplies; had jurisdiction over all general supply depots and all subdepots. The division functioned through the following branches: Administration, Distribution, Office Service, Planning, Depot Service. It was abolished August 15, 1918, and its duties were transferred to the Operating Division. Lieut. Col. G. M. McConnell and S. M. Nicolson successively acted as head of this division.

DESIGN, COMMITTEES ON; BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

When a project of the Housing Corporation had been definitely decided upon and steps had been taken to secure a site, a project architect, engineer, and town planner, known as the Committee on Design, were appointed. They were chosen from private practitioners of high

standing, each taking charge of his particular field on the project, and reporting to his division of the Housing Corporation. They were employed under contract, a lump-sum fee being determined in advance.

DESIGN DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

This division prepared all new ship designs, approved contractors' plans, and approved changes in ships under construction, so far as engineering features were affected. The division was also charged with the preparation of estimates for new construction and the preparation of the technical features of the circulars and contracts for vessels, cooperating with the Contract Division in the preparation of circulars and contracts. While the division had charge of all matters pertaining to design and the engineering inspection of vessels, it was not responsible for their production, which was under the Production Division. Capt. Robert Stocker, chief.

DESIGN, DIVISION OF, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

In existence prior to outbreak of war. This division prepared designs for machinery for naval vessels, submitted specifications, criticised plans submitted by contractors, and prepared bidding and contract forms for new ships. It also supervised aviation design drafting. Working under the division was the Oil Fuel Testing Plant and the Navy Engineering Experiment Station, as well as a number of inspection officers at plants building naval vessels. Rear Admiral Charles W. Dyson, chief.

DESIGN SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Organized December 15, 1917, to exercise supervision over all matters relating to design within the Gun Division. It functioned through the General Design Control and through five Design Section branches. The Design Control coordinated and supervised the work of the various Design Section branches, formulated general policies, and approved work orders and general drawings. Subordinate to it were a General Administration Unit, an Engineering Staff, a Publications Unit, a statistician, a Military Information Unit, an Interview Unit, an Instruction Unit, and an engineer in charge. The five Design Section branches were as follows: Artillery Ammunition, Cannon, Explosives, Trench Warfare, and Gauge. They prepared all designs, specifications, and revisions relating to the different kinds of material coming under their respective jurisdictions. By order dated January 17, 1918, the Gun Division was dissolved and the Design Section was transferred to the Engineering Bureau. Chief of Designs Section, Col. Schull.

DISPATCH, DIVISION OF, SHIPPING CONTROL COMMITTEE, UNITED STATES SHIPPING BOARD.

Organized in December, 1917, as a part of the Emergency Fleet Corporation, to expedite the transportation of cargoes for American forces in France by means of investigation and prevention of delays.

It kept in touch with all vessels in which the Shipping Board was interested, and on March 16, 1918, was consolidated in the Shipping Control Committee. The duties of the division consisted in compiling detailed reports covering the handling of each steamer from the date of arrival until the date of departure; keeping daily reports of the status of steamers in the New England coal-carrying trade; assisting operators and owners in securing bunkers, clearance, crews, harbor equipment, and dry dockage priority; and, when necessary, acting as agent for owners. Its organization included branch offices in 15 Atlantic ports for the more efficient handling of the work; and its record of accomplishment in January, 1919, showed a saving of more than 840 days' actual time in handling ships, with thousands of dollars in the attendant cost of steamship hire and labor. It also obtained detailed reports of more than 9,000 voyages and statistical records of 2,288 steamships. R. M. King, special dispatch agent, resigned in January, 1919, succeeded by E. H. Duffey.

DISPATCHING SECTION, PURCHASING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created as a part of the Purchasing Division of the Emergency Fleet Corporation to attend to the routing of the material for the construction of ships. When a keel was laid and a hull started, the dispatching section began its work on that ship. It took the manufactured ship equipment from the time it left the doors of the factory, and saw to it, through a system of graphic control, that that particular article was on hand when needed for the ship for which it was made. When the Purchasing Division was absorbed by the Supply Division, the functions of the Dispatching and Transportation Departments were combined under one head. E. M. Elliot, chief.

DEVELOPING OF FUELING FACILITIES SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section which was in charge of the establishment of fueling organizations, the Navy standard list of mines, and data in regard to fuel requirements. Lieut. F. W. Cobb, Lieut. C. A. Soars, Lieut. John Flynn, successively acted as chief.

DEVELOPMENT, DEPARTMENT OF, AMERICAN NATIONAL RED CROSS.

This department had charge of the work of the bureaus of Chapter Organization and Membership Extension, Chapter Production, Junior Membership, Publications, War Fund Campaigns. The Bureau of Chapter Production directed the work of about 8,000,000 women. Samuel M. Greer, director.

DEVELOPMENT DIVISION, CHEMICAL WARFARE SERVICE.

Organized June 28, 1918, with headquarters at Nela Park, Cleveland, Ohio. This division was responsible for the development of chemical processes for the manufacture of gas warfare material, both offensive and defensive. It developed material received from the research division to the point where it could be turned over to the Lakehurst Proving Ground. Col. F. M. Dorsey, in charge.

DINING-CAR COMMITTEE, INTERREGIONAL, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Appointment announced September 21, 1918. Members of the committee were appointed for each region, who were directed to report to their respective regional directors. The committee was charged with the duty of putting into effect a plan for standardizing the meals served in dining cars. J. R. Smart, chairman.

DINING-CAR SUPERINTENDENTS, AMERICAN ASSOCIATION OF.

In existence prior to the outbreak of the war. The association cooperated with the railroads and with the United States Food Administration in formulating regulations for dining-car service which were intended to assist in carrying out Mr. Hoover's program for food conservation. As a result of action taken by the association, meatless and wheatless days were inaugurated on all dining cars. In November, 1917, it was estimated that the saving of meat in dining cars and railroad restaurants as the result of meatless Tuesday would amount to 85,000 pounds annually. E. V. Baugh was president of the association.

DIPLOMATIC RELATIONS SECTION, HISTORICAL BRANCH, GENERAL STAFF.

Engaged in collecting, in Washington and at the Peace Conference, data upon diplomatic relations preceding and during the period of American participation in the War of 1917 and upon the negotiations of peace. Maj. Fred Morrow Fling, chief.

DISPOSAL BRANCH, REAL ESTATE SERVICE, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created April 1, 1919, to have charge of the granting and renewing of all leases, licenses, permits or privileges authorizing the use of real estate and the sale or other disposition of all real estate, including the cancellation, extension or modification of all leases and licenses for use of the War Department. It functioned through the following sections: Sales, License Cancellation, and Damage Claims. J. J. Hubbard, chief.

DISTRIBUTION BRANCH, DEPOT DIVISION, QUARTERMASTER GENERAL.

Organized June 14, 1918, and abolished August 15, 1918, its duties being transferred to the Domestic Distribution Branch and Overseas Distribution Branch. Maj. John Tyssowski, chief.

DISTRIBUTION BRANCH, SUPPLY CONTROL DIVISION, QUARTERMASTER GENERAL.

Created January 26, 1918. Prior to April 16, 1918, the branch was subordinate to the Quartermaster Supply Control Bureau. Functioning under the branch were the Domestic, Overseas, Overseas Service, and Reserve Sections. The branch was abolished June 14, 1918, upon the reorganization of the Office of the Quartermaster General. Maj. R. A. Shaw, chief.

DISTRIBUTION, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

This office was responsible for the sale or distribution of the publications of the committee. Henry Atwater, director. Discontinued December 15, 1918.

DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized June 28, 1917. The division had charge of non-perishable commodities with special reference to staple groceries, and controlled wholesalers, retailers, commission merchants, and brokers so far as they were covered by license regulations. The division functioned through the Wholesale and Retail, Retail Stores, Brokers, Staple Groceries, and Coffee Sections. Theodore Whitmarsh, chief.

DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

This division was organized in September, 1917, under L. A. Snead, who had been handling Government fuel requirements for the Coal Production Committee, Council of National Defense. It was known as the Apportionment and Distribution Division and had charge of Government, industrial, and domestic requirements with the apportionment of fuel to these demands. J. D. A. Morrow was appointed director January 24, 1918, when the division was reorganized with the idea of decentralizing the work. In each producing region there was a district representative, who took complete charge of local shipments for the Fuel Administration and saw that the output was distributed in accordance with Federal regulations. They attended to proper routing of shipments, to emergency requests, and advised concerning the best use of cars. Similar work was performed by coke representatives for the coke regions. A charcoal man also was appointed for Pennsylvania. This force took charge of the zone system of distribution inaugurated April 1, 1918, under which production was increased through the elimination of cross-haulage. These district representatives were under the control of the Distribution Division and worked through the bureaus. Anthracite distribution was provided for by a special anthracite committee. Distribution to lake, Canadian, and tidewater regions and to railroads was a part of the work of the division, special representatives taking care of these matters. The division was divided into the Bureaus of Bituminous Coal, Anthracite, Statistics, Coke, Gas Plants, State Distribution, and the Coal Zone Permit Section.

See *Production, Bureau of; Administrative Division, United States Fuel Administration; District Representatives* for list of men.

DISTRIBUTION AND WAREHOUSE SECTION, SUPPLY DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Formed by the consolidation of the Distribution and Storehouse Departments of the Supply Division, some time after the reorganization of that division for more efficient handling of supplies and elimination of delay. The consolidation of the two departments meant the abandonment of a system of distribution involving a multiplicity of detail similar to that of a mail-order house, and the adoption of a method corresponding to the Army system of concentration points.

It also meant the elimination of a large amount of clerical work, the establishment of reserve stocks of material for prevention of delay in transportation, and the supplanting of bulk shipments for the handling of thousands of small orders. At the time of the signing of the armistice the section included a Transportation Branch, a Storage and Distribution Branch, and a Claims Branch. A. E. Pfeiffer, manager of the Storehouse Department, became manager of this section.

DISTRICT BOARDS, PROVOST MARSHAL GENERAL.

The District Boards were appointed by the President upon recommendation of the governors of the various States and Territories for the purpose of assisting in the administration of the selective service act. The number varied, but the normal board consisted originally of five members, and was supposed to include members who were in close touch with the agricultural and industrial situation of the district, a member in close touch with labor, and representatives of the medical and legal professions. On an average, each district board had 30 local boards within its jurisdiction, there being altogether 155 district boards. Their duties were twofold: (1) They reviewed the decisions of local boards upon appeal; (2) they heard and determined, as courts of first instance, all questions of accepting for or excluding from the draft persons engaged in necessary industries, including agriculture. In this way they safeguarded the agricultural and industrial interests of the Nation in the enforcement of the selective service act. At first the hearing of appeals from the decisions of the local boards required a relatively large part of the time of the district boards, but later the number of claims for exemption decreased, while the necessity for safeguarding essential industries increased. Government appeal agents took appeals from the divisions of local boards in exemption cases where the interests of the Government were involved. The District Boards were given the assistance of Industrial Advisers after the amendment to the selective service act of August 31, 1918.

DISTRICT MANAGEMENT GROUP, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

In order that the Emergency Fleet Corporation might keep a close watch over all matters pertaining to ship construction in the shipyards throughout the country, a field organization was organized under the District Management Group under which the country was divided into shipbuilding districts with a district manager and a district supervisor in each. These district officers formed an office through which the various district inspectors, camoufleurs, safety engineers, sanitation officers, fire guards, etc., carried out their own functions and made their reports to the home office. It was the duty of these officers to watch out for the interests of the corporation and to secure the greatest possible production of ships in the least possible time. The districts were at first distinguished from each other by numbers, but were later given names such as the Northern Atlantic, Middle Atlantic, Delaware River, Southern, Gulf, Southern Pacific, Northern Pacific, and Great Lakes Districts. The boundaries of the districts were in most cases formed naturally by the situation of the

yards, though in some cases they were drawn to include steel or wood yards only. The district officers were duplicated for wood and steel ship construction and made their reports to the division represented.

DISTRICT REPRESENTATIVES, DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Name.	Address.	Field.
J. P. Cameron	Altoona, Pa	Central Pennsylvania.
F. B. Reimann	Butler, Pa	W. Pa. north of Pitts.
R. W. Gardiner	Pittsburgh, Pa	Pittsburgh Panhandle.
J. B. Huff	Greensburg, Pa	Westmorland-Irwin, etc.
W. L. Byers	Uniontown, Pa	Connellsville region.
John C. Brydon	Cumberland, Md	Somerset, Myersdale, etc.
D. R. Lawson	Fairmont, W. Va	Fairmount-Clarksburg.
D. F. Hurd	Cleveland, Ohio	Eastern and Central Ohio.
W. I. Foss	Bay City, Mich	Michigan.
W. D. McKinney	Columbus, Ohio	Southern Ohio.
C. M. Roehrig	Ashland, Ky	Big Sandy and Elkhorn.
R. A. Herd	Lexington, Ky	Hazard.
A. H. Land	Huntington, W. Va	Southern West Virginia.
W. R. J. Zimmerman	Charleston, W. Va	New River; Winding Gulf.
E. J. Howe	Bluefield, W. Va	Tug River, Pocahontas, etc.
G. D. Kilgore	Norton, Va	Clinch Valley, S. W. Va.
E. R. Clayton	Knoxville, Tenn	Harlan Field, Tenn., and Ga.
E. A. Holmes	Birmingham, Ala	Alabama.
C. E. Reed	Louisville, Ky	Western Kentucky.
C. G. Hall	Terre Haute, Ind	Indiana.
F. C. Honnold	Fischer Bldg., Chicago	Illinois.
H. N. Taylor	Kansas City, Mo	Iowa, Missouri, Kansas, Arkansas, Oklahoma, and Texas.
W. H. Groverman	Minneapolis, Minn	Lake Docks.
W. B. Innes	Billings, Mont	Montana and Northern Wyoming.
Moroni Heiner	Salt Lake City, Utah	Utah and Southern Wyoming.
George D. Kimball	Denver, Col	Colorado.
J. Van Houten	Albuquerque, N. Mex	New Mexico.
D. C. Botting	Seattle, Wash	Washington.

COKE REPRESENTATIVES.

Chas. E. Lenhart	Uniontown, Pa	Connellsville region.
R. M. Fay	....do	Do.
John M. Jamison	Greensburg, Pa	Do.
J. A. Ballard	Detroit, Mich	Ohio, Michigan, and Kentucky.
James A. Galligan	Chicago, Ill	Indiana, Illinois, Wisconsin, Minnesota, and Missouri.

CHARCOAL REPRESENTATIVE.

S. J. Goodfellow	Bradford, Pa	

See *Distribution Division* for duties.

DOMESTIC CONSUMPTION, BUREAU OF, OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau provided for distribution of petroleum through the United States and Canada. It worked with distributing committees of the National Petroleum War Service Committees. The director was a member of the United States Highway Council and authorized the use of petroleum materials for road purposes. C. G. Sheffield, director.

DOMESTIC DISTRIBUTION BRANCH, OPERATING DIVISION, QUARTERMASTER GENERAL.

Created August 15, 1918, to control the stocks and movement of all quartermaster supplies in this country except such supplies as were

released to Overseas Distribution Branch. It was abolished November 1, 1918, and its duties transferred to the Domestic Distribution Division, Director of Storage. Lieut. Col. John F. Plummer, chief.

DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918. This division supervised distribution of all supplies to the Army in the United States and insular possessions. It functioned through the following subdivisions: Administrative, Engineers, Quartermaster, Ordnance, Signal, Aircraft, Medical, and Chemical Warfare. Lieut. Col. John F. Plummer, chief.

DOMESTIC DIVISION, FREIGHT TRAFFIC COMMITTEE, NORTH ATLANTIC PORTS.

See *Freight Traffic Committee, North Atlantic Ports.*

DOMESTIC OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 19, 1918, to supersede the Operating Division, Quartermaster General. This division was responsible for the operation of all General Supply depots, Army reserve depots, and cold-storage plants. It functioned through the following subdivisions: Service, Cold Storage, Army Reserve Depot. Lieut. Col. G. M. McConnell, chief.

DOOR HANGERS AND TRACK WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the manufacturers before that section and the Priorities Committee. W. P. Benson, chairman.

DOUGLAS FIR EMERGENCY BUREAU.

Organized by the West Coast Lumbermen's Association June 4, 1917, for the purpose of placing the lumber resources of the Pacific Northwest at the service of the Government. It took orders from the Government, allocated them to the mills, looked after shipments, and made prices to the Government. In the fall of 1917 the name of the bureau was changed to West Coast Lumber Emergency Bureau, and on February 1, 1918, the Government took over the activities of the bureau in the Fir Production Board. George S. Long and E. G. Ames, chairmen; Lynde Palmer, Washington representative.

DRAFT CLASSIFICATIONS AND TRANSFER BRANCH, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

This branch was organized for the purpose of administering for the Emergency Fleet Corporation the regulations adopted by the Provost Marshal General in November, 1917, providing for a special Emergency Fleet classification list in accordance with which special temporary exemption from the draft was granted to shipyard workers. The branch was originally a part of the Industrial Service Section of the Emergency Fleet Corporation. Upon the organiza-

tion of the Labor Supply Section of the Industrial Relations Division the branch was transferred to that section. Wilfred Jessup was head of the branch.

DROP FORGINGS WAR SERVICE COMMITTEE.

Organized August 8, 1918, by the War Industries Board. This same committee was later adopted as the official committee of the Drop Forgers' Association. F. A. Ingalls, chairman.

DRUG AND CHEMICAL MANUFACTURERS' WAR SERVICE COMMITTEE.

Originally assembled April 15, 1917, at the call of the General Medical Board, Council of National Defense. The committee then formed was subsequently dissolved, its members being reappointed as a war service committee by the president of the American Drug Manufacturers' Association. William Ohlinger, chairman.

DRUG LABEL AND BOX MANUFACTURERS' ASSOCIATION, NATIONAL.

Organized by the Pulp and Paper Division of the War Industries Board, with William Koehl as president.

DRUGS, PROPRIETARY, WAR SERVICE COMMITTEE.

Organized in March, 1918, to represent the manufacturers of proprietary medicines. F. A. Blair, chairman.

DRY CLEANING BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established April 16, 1918, and responsible to the Reclamation Division prior to April 22, 1918. The branch was charged with the supervision of all Government-owned dry-cleaning plants at camps, posts, depots, and cantonments. The branch was abolished on October 28, 1918, and its duties were taken over by the Clothing Renovation Branch, Salvage Division, Purchase, Storage and Traffic Division. Dr. H. E. Mechling, chief.

DRY DOCK SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

Created August 6, 1917. It was responsible for the construction and maintenance of dry dock facilities, including the supervision of contracts and allotments, and the administration of all details connected with the installation of docks and accessories. It made monthly reports on all projects of the Bureau of Yards and Docks. Chief, Rear Admiral Frederick R. Harris, succeeded in November, 1917, by Lieut. H. D. Rouzer.

DYE SECTION, ARTIFICIAL AND VEGETABLE; CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

See *Dyes, Artificial, and Intermediates Section, War Industries Board.*

DYES, ARTIFICIAL, AND INTERMEDIATES SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in September, 1918, as a continuation of the Artificial and Vegetable Dye Section of the Chemicals and Explosives Division,

and the Vegetable Dye and Aniline Section of the Chemicals Division. Vegetable dyes were under jurisdiction of this section at the start, but were later transferred to Tanning Materials and Natural Dyes Section, War Industries Board. The section had to face the two facts that there was no dye industry in the United States, and that explosives needed the same ingredients as the color works. The section gave much credit to the vegetable dyewood industry for speeding up production while the aniline manufacturers were getting started. Shortages compelled the prohibition of certain classes of colors until restrictions on toluol, xylol, acetic acid, etc., were removed after the signing of the armistice. Sharp restrictions were made by the section on sulfide of soda, the chief ingredient in the dyeing of olive drab and khaki cloth. The section was discontinued December 31, 1918. J. F. S. Schoellkopf, jr., chief, succeeded by V. L. King.

DYESTUFFS AND INTERMEDIATES, SECTION ON; CHEMICAL ALLIANCE (INC.).

Created by the Chemical Alliance to cooperate with the War Industries Board. The section allocated raw materials and determined their classifications for the purpose of establishing priority. The section issued bulletins to the industry and brought manufacturers in close contact with the War Industries Board. C. L. Reese, chairman.

DYEWOOD EXTRACTS WAR SERVICE COMMITTEE.

Organized June 5, 1918, by the War Industries Board to represent the manufacturers of dyewood extracts. D. C. Jones, chairman.

EASTERN RAILROADS CAR POOL, CAR SERVICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Taken over by the Car Service Section as a part of the activities of the Commission on Car Service. Through a central office at Pittsburgh, Pa., it supervised the handling of open-top cars, principally for the transportation of coal in the territory east of Chicago, Ill. Through this organization coal cars were relocated without regard to individual line ownership, in territory and in traffic where war necessity indicated they were most necessary. In this way much more coal was produced than would otherwise have been possible, and the administration was enabled to give more adequate service with less transportation effort to such vitally important coal movements as those to New England, to tidewater, to lower Lake Erie ports for water movement to the grain States of the Northwest, and to the great steel and other war manufacturing districts. Manager, F. G. Minnick, succeeded by H. J. German.

EASTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created January 18, 1918. The Eastern Region originally included the railroads in that portion of the United States north of the Ohio and Potomac rivers and east of Lake Michigan and the Indiana-Illinois State line; also those railroads in Illinois extending into the State from points east of the Indiana-Illinois State line; also the Chesapeake & Ohio, the Norfolk & Western, and the Vir-

ginian railways. On June 1, 1918, the Allegheny and Pocahontas regions were organized chiefly from lines originally included within the Eastern Region. The Allegheny Region took over the principal railroads of Pennsylvania, New Jersey, Delaware, and Maryland, including the Pennsylvania, and Baltimore & Ohio east of Pittsburgh, the Reading, and others. The Pocahontas Region took over the principal railroads of Virginia and West Virginia, including the Chesapeake & Ohio west of Louisville, Ky., Columbus, Ohio, and Cincinnati, Ohio, the Norfolk & Western and the Virginian, together with the terminals and harbor facilities of all lines reaching Hampton Roads. Certain lines or parts of lines were at various times transferred from one region to another. On December 1, 1918, the Pennsylvania lines west of Erie and Parkersburg and Pittsburgh and the Baltimore & Ohio west of Parkersburg and Pittsburgh, together with certain smaller lines, were transferred to the Allegheny Region. On February 1, 1919, the Chesapeake & Ohio Railroad of Indiana was transferred to the Pocahontas Region. A. H. Smith, president of the New York Central Railroad, was appointed regional director, with offices at New York. In addition to the task of operating the railroads of this region, he was, on September 13, 1918, given jurisdiction over the shipping on the Great Lakes under Federal control. Important organizations serving under the regional director were the Marine Department and the North Atlantic Ports Freight Traffic Committee. For administrative purposes, two subdivisions were created under regional control, the New England and the Ohio-Indiana districts.

See *Regional Administration, United States Railroad Administration.*

ECONOMIC COMMISSION, PEACE CONFERENCE.

Formerly the Economic Drafting Committee of the Council of Ten. It was composed of one member from each of the five great powers, with the duty of advising the Peace Conference upon economic questions in connection with the terms of peace. It worked through four sections: Permanent Economic Relations, Contracts and Claims, Status of Enemy Aliens, and Status of Economic Treaties with the Enemy. Bernard M. Baruch, American member.

ECONOMIC COUNCIL OF PEACE CONFERENCE.

See *Supreme Economic Council.*

ECONOMIC DIVISION, FEDERAL TRADE COMMISSION.

The principal war function of this division was general cost finding with respect to all kinds of commodities for other branches of the Government, particularly those which had to fix prices. A letter of the President, dated July 25, 1917, designated the commission as the general cost-finding body for the Government. A member of the Economic Division represented the Federal Trade Commission on the Food Purchase Board and on the Joint Board of Information on Minerals and their Derivatives. For part of the war period the division served as a policing agency for the Fuel Administration to determine whether certain regulations were being observed. This

work was afterwards transferred to the Fuel Administration. Various general economic investigations conducted during the war contributed information as to conditions of supply, costs, prices, profits, and business practices in regard to various commodities which had a distinct relation to the determination of war problems. At the outbreak of the war the Economic Division was under the direction of an Economic Advisory Board of three economists. In May, 1918, unitary direction was secured by placing the division in charge of a chief economist, with several assistant chief economists, to each of whom was allotted the supervision of a group of investigations. Francis Walker was chief economist.

ECONOMIC DRAFTING COMMITTEE OF THE COUNCIL OF TEN.

See *Economic Commission.*

ECONOMIC MOBILIZATION SECTION, HISTORICAL BRANCH, GENERAL STAFF.

Created July, 1918, and engaged in collecting historical data upon economic, industrial, financial, and social factors, contributing toward economic mobilization for the War of 1917. Maj. Frederic L. Paxson, chief, succeeded by Maj. R. B. Patterson on April 1, 1919; succeeded by Lieut. Col. E. S. Hayes on June 9, 1919.

ECONOMICS, DIVISION OF; INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Instituted August 1, 1918. Its function was to secure the good will of employers and their cooperation with the Department of Labor and to study and formulate the work of employment managers. Dr. Davis R. Dewey, director.

EDITORIAL COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

First known as Special Editorial Committee, Dr. Joseph M. Flint, chairman; later by the present title, with Dr. Edward Martin, chairman. To aid medical officers without military medical experience it published the following seven pocket manual war textbooks: Sanitation for Medical Officers, Notes for Army Medical Officers, Military Ophthalmic Surgery, Military Orthopedic Surgery, Lessons from the Enemy, Laboratory Methods of the United States Army, Surgery in the Zone of Advance.

EDITORIAL SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Formed July 1, 1918. It sent a series of bulletins to some 200 Government officials regarding the status of the supply program and the influence of industrial conditions upon this program. Leo Wolman, chief.

EDUCATION, BUREAU OF; ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized in September, 1917. The bureau had charge of the issuing of weekly news bulletins, press releases, and special articles for magazines. E. R. Sartwell, director, succeeded by C. E. Persons on October 3, 1918.

EDUCATION, BUREAU OF; DEPARTMENT OF THE INTERIOR.

A permanent bureau whose functions included the following war activities: Correspondence and conference in directing the readjustment of the courses of study in schools to meet war demands and for keeping up attendance in schools during the war; cooperation with the States Divisions of the Council of National Defense in promoting community organization; cooperation with the Food Administration in the preparation and publication of series of lessons for teachers and students on community and national life; studies of the needs of special education and training for the Army and cooperation with the Committee on Education and Special Training of the War Department; cooperation with State and city school officers and industrial plants for the Americanization of the foreign-born population; cooperation with the Industrial Service Section of the Ordnance Department of the War Department in the direction and supervision of education in new towns which arose around munition and nitrate plants and other industries; stimulation of the production of food, and the conservation of food and clothing. The principal economic activities of the bureau were carried on through the United States School Garden Army, the School Board Service Section, the Educational Extension Division, and the Americanization Division. P. P. Claxton, commissioner.

EDUCATION AND SPECIAL TRAINING, COMMITTEE ON; WAR DEPARTMENT.

Created February 10, 1918, by War Department General Orders No. 15, to supply the Army's need of specially skilled men by military and allied (vocational or academic) training at educational institutions. This committee secured the cooperation of the educational institutions of the country and represented the War Department in its relations with such institutions. This committee was designated on June 28, 1918, as a section of the Training and Instruction Branch, War Plans Division, General Staff, and functioned under the direct supervision of that branch. It directly administered during their existence all units of National Army training detachments and all units of the Student Army Training Corps. All units of the Reserve Officers' Training Corps at educational institutions were directly under the supervision of the Committee on Education and Special Training. An advisory civilian board appointed by the Secretary of War composed of representatives of educational institutions was associated with this committee. Brig. Gen. Robert I. Rees, chairman, until December 15, 1918; succeeded by Col. Frank J. Morrow.

EDUCATION AND TRAINING SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Industrial Training Department, United States Shipping Board Emergency Fleet Corporation.*

EDUCATIONAL DIVISION, INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Organized July 15, 1918. Its function was to cover the news of the Department of Labor and of labor meetings and to interpret through

governmental, labor, trade, and scientific newspapers and magazines the policies and program of workingmen to employers and the public. Clara Sears Taylor, director.

EDUCATIONAL EXTENSION, DIVISION OF; BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

Established December 2, 1918, by presidential authority. It endeavored to make more available to the public, especially to persons who were not in school or college but wished to continue their education, some of the great educational resources of the Government and of the higher institutions of learning in the States. It aided university extension divisions and assisted in the promotion of community centers. John J. Pettijohn, director.

EDUCATIONAL PROPAGANDA DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department of the Woman's Committee and its State divisions had as its aim "creating an intelligent public opinion concerning the war." Printed material from the Committee on Public Information and other sources was distributed; material was prepared for the study of the war in women's clubs, in schools, and other groups; and the department helped to arrange numbers of patriotic meetings—State, county, and local. Speakers' bureaus were established to provide speakers for such meetings and for special drives. A particular effort was made to lead foreign-born women to learn English, and to familiarize them with American customs and ideals, and convince them of the value of naturalization. Patriotic meetings in rural communities were promoted through rural school teachers. Mrs. Carrie Chapman Catt, chairman; Mrs. Martha Evans Martin, executive chairman.

EFFICIENCY, UNITED STATES BUREAU OF.

Originally established as the Division of Efficiency, Civil Service Commission, by act of Congress of March 4, 1913. By a later act approved February 28, 1916, it was made a separate bureau directly responsible to the President. The duties of the bureau were to establish and maintain a system of efficiency ratings for the executive departments in the District of Columbia, to investigate the needs of the several executive departments and independent establishments with respect to personnel, to investigate duplication of statistical and other work and methods of business in the various branches of the Government services. During the war it aided the Bureau of Internal Revenue in expanding its facilities to meet war needs, assisted in the development of the organization of the War Risk Insurance, cooperated in the preparation of a system of accounting for the War Finance Corporation, and in conjunction with the Central Bureau of Planning and Statistics investigated the duplication of work in Government establishments and recommended means of coordinating and centralizing various activities for the more economical prosecution of the war. Herbert D. Brown, chief.

EGG CASE AND EGG-CASE FILLERS, WAR SERVICE COMMITTEE.

Organized in October, 1918, to represent the manufacturers of egg cases and egg-case fillers. W. H. Davis, chairman.

ELECTRIC FURNACES WAR SERVICE COMMITTEE.

Organized October, 1918, by the Steel Division of the War Industries Board. G. H. Clamer, chairman.

ELECTRIC AND POWER EQUIPMENT SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

This section was organized November 14, 1917, to survey the country and to secure reliable lists of available electrical equipment. The work of the section covered the tabulation of sources of supply, and the building up of a plan of standardization to conserve both materials and productive energy, and was carried on through the three divisions of this section, the Electrical, Turbine, and Mechanical. The section was discontinued December 20, 1918. Walter Robbins, chief.

ELECTRIC RAILROAD COMMUNICATION, COOPERATIVE COMMITTEE ON; COMMITTEE ON NATIONAL DEFENSE OF THE AMERICAN ELECTRIC RAILWAY ASSOCIATION.

This committee, which cooperated with the Committee on Transportation and Communication of the Advisory Commission, Council of National Defense, was formed at the instance of the chairman of the Committee on National Defense of the American Electric Railway Association. It consisted of eight members, a chairman, Gen. George H. Harries, a vice chairman, in charge of general matters, and six additional members, there being one assigned to each of the military departments. The principal work of the committee consisted in the preparation of data concerning electric railway transportation and the preparation of a series of maps for the use of the War Department. At a conference with the chief of the Army War College held on February 21, 1918, it was decided that the War College should continue the work and the committee was accordingly dissolved.

ELECTRIC RAILWAY ASSOCIATION WAR BOARD, AMERICAN.

The board was organized at a meeting attended by members of the American Electric Railway Association representative of 27 States in November, 1917. In its purpose and method of organization it was modeled after the War Board of the Special Committee on National Defense of the American Railway Association. Like that body it included five members. The board was formed with the idea of assisting the steam railways of the country in every possible way in the handling of the Nation's traffic, and it planned to cooperate with the Council of National Defense in attaining this end. There were some 40,000 miles of electric railways in the country and the board endeavored to coordinate these systems and to develop them to the point where they might supplement the work being done by the steam railroads. Soon after the creation of the board a subcommittee on traffic and transportation, with members in each State, was organized, the purpose of which was to investigate the possibilities of electric lines as freight carriers. Special attention was devoted to the following: (1) The moving of light merchandise and foodstuffs for comparatively short distances in and out of large cities; (2) the aiding in the movement of traffic around congested terminals; (3) the relieving of steam roads so far as possible of short line passenger

traffic. Thomas N. McCarter, chairman, November 2, 1917, to October 31, 1918; Philip H. Gadsden, October 31 to December 31, 1918.

ELECTRIC WIRE AND CABLE SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Formed in April, 1918, to allocate Government requirements for electric wire and cables. It was discontinued December 31, 1918. LeRoy Clark, chief.

ELECTRICAL DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

In existence prior to outbreak of the war. This division had charge of the purchase and installation of electrical material and equipment upon all types of naval craft. Commander Guy W. S. Castle, chief.

ELECTRICAL APPARATUS AND SUPPLIES BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of writing purchase negotiations, purchase specifications, and selecting of materials for all classes of electrical apparatus and supplies. Maj. Charles Hodge and Capt. B. H. Arnold successively acted as chief.

ELECTRICAL APPARATUS WAR SERVICE COMMITTEE.

Organized November 27, 1917, as one of the staff committees of the General War Service Committee of the Electrical Manufacturing Industry. This committee was divided into five group committees, each member being chairman of a group committee. The committee had charge of the relations of manufacturers of electrical apparatus with various Government departments. Clarence L. Collins, 2d, chairman.

ELECTRICAL MANUFACTURING INDUSTRY GENERAL WAR SERVICE COMMITTEE.

Organized November 27, 1917, by the Electrical Manufacturers' Club, the Electric Power Club, and the Associated Manufacturers of Electrical Supplies. This committee represented all manufacturers of electrical goods and coordinated the work of two staff committees, one representing manufacturers of electrical apparatus, the other electrical supplies. Under each staff committee group committees were organized. C. L. Collins, 2d, was chairman until June 28, 1918, when he was succeeded by A. W. Beresford.

ELECTRICAL RETAILERS WAR SERVICE COMMITTEE.

Formed by the National Association of Electrical Contractors and Dealers, with W. E. Robertson as chairman.

ELECTRICAL SUPPLIES WAR SERVICE COMMITTEE.

Organized November 27, 1917, as one of the staff committees of the General War Service Committee of the Electrical Manufacturing Industry. This committee was divided into 21 group com-

mittees, each member being chairman of a group committee. All questions referring to manufacturers of electrical supplies were referred to this committee, which cooperated with the various Government agencies. R. K. Sheppard was chairman until June 28, 1918, when he was succeeded by A. W. Beresford.

ELECTROCHEMICALS SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Appointed in May, 1917, with John J. Riker, chairman, who with the secretary resigned as a result of the food control act of August 10, 1917. The subcommittee, after the dissolution of the Chemicals Committee in November, 1917, became the Electrochemicals Committee of the Chemical Alliance (Inc.).

ELECTROMEDICAL EQUIPMENT WAR SERVICE COMMITTEE.

Organized in May, 1917, as a subcommittee of the Committee of Manufacturers of Electrical Apparatus. H. S. Blake, chairman.

ELECTRODES AND ABRASIVES SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed June, 1918, as a special section, being an outgrowth of the Technical Section in which work was done by technical advisers of the Chemicals and Explosives Division. The commandeering by the War Department of the electric power at Niagara Falls improved the situation inasmuch as power was allotted to the manufacturers. The production of electrodes was allocated by the section in the spring of 1918. Investigation proved the impossibility of distinguishing sharply essential and nonessential uses of abrasives, so production was increased to maximum and reduction of nonessential consumption was left to later restrictions of fuel or transportation. An artificial abrasive suitable for polishing optical glass was one of the most important results brought about by the section. The section was discontinued December 31, 1918. Capt. Henry C. DuBois, chief.

ELEVATORS WAR SERVICE COMMITTEE.

Organized May, 1917, by the Elevator Manufacturers' Association. The committee was reorganized February 7, 1918, by the United States Chamber of Commerce and at that time decided to eliminate many sizes and types of elevators in order to conserve iron, steel, copper, and other metals. C. M. Atkins, chairman.

ELGIN BUTTER BOARD.

The Elgin Butter Board closed for the duration of the war on November 1, 1917, at the request of the United States Food Administration. This request was made on the grounds that it would be more advisable for butter prices to depend on actual market conditions and demands than on the board's quotations.

EMBARKATION SERVICE, WAR DEPARTMENT.

Established August 4, 1917. It was the function of this section to coordinate all shipments of munitions and supplies of every kind and

of all troops whose ultimate destination was Europe, and to advise the Chief of Staff with reference thereto. It had direct supervision of all movements of supplies from points of origin to ports of embarkation, supervised operations at the ports, and exercised control over Army transports engaged in the trans-Atlantic service and such commercial shipping as was used for carrying troops and supplies. It arranged with the Navy for convoy service. Copies of all requisitions or information concerning reenforcements of troops and renewals of supplies received from the American Expeditionary Forces were transmitted to the chief of the Embarkation Service, who was responsible for seeing that they were forwarded in the most expeditious and convenient manner possible. On March 11, 1919, the Embarkation Service and the Inland Traffic Service were consolidated, the new organization being known as the Transportation Service. The chiefs of the service were as follows: Brig. Gen. Francis J. Kernan, August 4 to August 28, 1917; Brig. Gen. Chauncey B. Baker, August 28 to December 15, 1917; and Brig. Gen. Frank T. Hines, December 15, 1917, to March 11, 1919.

EMERGENCY CONSTRUCTION, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Organized April 28, 1917. It assisted in the organization of the Construction Division, developed the emergency form of contract, surveyed the contracting industry and the design of cantonments, and brought about the centralization of nearly all the Government building activities under one head. It cooperated with the Bureau of Industrial Housing and Transportation of the Department of Labor. It transferred its functions to the Emergency Construction Committee, War Industries Board, about June 1, 1918. G. W. Lundoff, chairman, succeeded by Maj. W. A. Starrett.

EMERGENCY CONSTRUCTION COMMITTEE, WAR INDUSTRIES BOARD.

Organized April 28, 1917, having functioned previously as the Committee on Emergency Construction and Engineering of the General Munitions Board and before that as the Committee on Emergency Construction, Council of National Defense. It continued to make recommendations as to policy and form of contracts, but its peculiar functions were gradually absorbed by the Construction Division of the Army and by the United States Housing Corporation. It was discontinued about March 15, 1919. Col. W. A. Starrett, chairman.

EMERGENCY CONSTRUCTION AND CONTRACTS, SUBCOMMITTEE ON; GENERAL MUNITIONS BOARD, COUNCIL OF NATIONAL DEFENSE.

See *Emergency Construction Committee, Council of National Defense.*

EMERGENCY CONSTRUCTION WAGE COMMISSION.

See *Cantonment Adjustment Commission.*

EMERGENCY FLEET CORPORATION.

See *United States Shipping Board Emergency Fleet Corporation.*

EMERGENCY ISSUES AND DOMESTIC EQUIPMENT BRANCH, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918, to supervise matters pertaining to emergency issues, equipment of draft troops, Reserve Officers' Training Corps, to handle requisitions for supplies required by National Guard, other corps or departments of the Army, and interbureau requisitions; and to maintain confidential records and notices of movements of troops. Maj. W. C. Croom, chief.

EMERGENCY LABOR PRODUCTION BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in the latter part of 1917. It made special studies of labor production in cartridge plants and offered assistance and suggestions for speeding productivity of labor in cases of emergency. In the reorganization of the Industrial Service Section in August, 1918, this branch was transferred to the Small-Arms Section of the Ordnance Department. Capt. James L. Madden, chief.

EMERY AND CORUNDUM IMPORTERS' AND MANUFACTURERS' ASSOCIATION (INC.).

Incorporated July 17, 1917, to act as consignee for the Bureau of Imports, War Trade Board, of all importations of emery and naxos emery ores. F. L. Williams, president.

UNITED STATES EMPLOYEES' COMPENSATION COMMISSION.

A commission of three members created by act of Congress of September 7, 1916. The act assured compensation to all civil employees of the Federal Government injured while in the discharge of their duties. The commission administered the act for all civil employees of the Government except those of the Panama Canal and the Alaskan Engineering Commission. As far as the act related to those employees it was administered by the heads of those organizations. R. M. Little was chairman of the commission until March, 1918, when he was succeeded by Mrs. Frances C. Axtell.

EMPLOYERS' INDUSTRIAL COMMISSION, DEPARTMENT OF LABOR.

A commission made up of six employers appointed by the Secretary of Labor in January, 1919, for the purpose of studying labor conditions and governmental labor policies in Great Britain and reporting thereon to the Department of Labor. E. T. Gundlach, of Chicago, was chairman.

EMPLOYMENT MANAGEMENT BRANCH, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created October 25, 1918, by special order of the manager of the Industrial Relations Division. Before this the services connected with employment management had constituted part of the function of the Industrial Service Section of the Industrial Relations Division. The branch developed standard practices in connection with employment management administration and methods in shipyards. It assisted shipyards in obtaining properly trained employment managers and acted in an advisory capacity to employment man-

agers at shipyards. It cooperated with the War Industries Board, the War Department, the Department of Labor, and other Government departments in giving six-week courses in various universities for the training of employment managers. The branch also issued a series of handbooks on various phases of employment management. It was abolished on April 1, 1919. D. L. Hoopingarner was head of the branch.

EMPLOYMENT MANAGEMENT SECTION, STORAGE COMMITTEE, WAR INDUSTRIES BOARD.

A development of the Industrial Education Section of the Ordnance Department, which, beginning in February, 1918, with Capt. Boyd Fisher, chairman, trained employment managers for war contract plants and shipyards in six-week intensive courses at nine universities located in industrial cities.

EMPLOYMENT, MANAGEMENT, AND WORKING CONDITIONS BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in December, 1917. It made detailed studies of working conditions, labor turnover, wages, hours, tasks, and incentives in industrial plants. It handled problems concerning the transportation, deferred classification in the draft, "raiding" of labor, and also matters having to do with State and Federal labor laws. It cooperated with agencies outside the Ordnance Department in establishing courses in employment management in order to increase the supply of employment managers for private industries in war work. The plan of employment management courses was originated in this branch, but it was decided that the courses could be best operated under the Storage Committee, War Industries Board, and Capt. Boyd Fisher was detailed from the branch to take charge of the courses. In general it aimed to forestall labor troubles and difficulties. Maj. F. W. Tully, chief, succeeded by Capt. J. F. McTyer. Upon the reorganization of the Industrial Service Section in August, 1918, this branch was abolished and its functions were taken over in part by the newly organized Procurement of Labor, Employment and Training Methods, and Wages and Hours of Labor Branches.

UNITED STATES EMPLOYMENT SERVICE, DEPARTMENT OF LABOR.

At the time of our entrance into the war the United States Employment Service was part of the Division of Information in the Bureau of Immigration with several scores of local offices throughout the country. In October, 1917, that part of its work concerned with the war emergency was placed directly under the control of the Office of the Secretary of Labor. In January, 1918, all of its work was placed directly under this control when a distinct employment service, entirely separate from the Bureau of Immigration, was created. Under this reorganization there were seven divisions in the Employment Service, as follows: Women's, Information, Investigation, Statistical, Service Offices, Farm Reserve, and Service Reserves. The last division was given supervision over the United States Public Service Reserve and the United States Boys' Working Reserve. In August, 1918, a readjustment was effected whereby administration was placed in the hands of five divisions as follows: Control, Field

Organization, Clearance, Personnel, and Information. Federal directors were appointed for each State. On August 1, 1918, in accordance with the decision of the War Labor Policies Board, affirmed and proclaimed by the President of the United States, the United States Employment Service became the medium through which practically all recruiting of unskilled labor for war industries, except that for farms and railroads, was carried on. State organization committees, State advisory boards, and community labor boards were organized to facilitate this work. In the early part of the war the service assisted the United States Shipping Board in recruiting skilled workers for shipyards and aided in meeting the sudden demand for skilled and unskilled workmen in cantonment construction. During the period from January 1, 1918, to the signing of the armistice, the service directed over 3,000,000 workers to employment, and of these nearly 2,400,000 were placed. At the end of this period there were over 800 local employment offices connected with the service. After the signing of the armistice the service was engaged in the important work of finding employment for discharged soldiers, sailors, and civilian war workers. John B. Densmore, director general.

UNITED STATES EMPLOYMENT SERVICE, STATE DIRECTORS OF.

Alabama, George B. Tarrant.
Arizona, Thomas J. Croaff.
Arkansas, R. B. Keating.
California, William T. Boyce.
Colorado, Roady Kinehan.
Connecticut, Charles E. Julian, Leo. A. Korper.
Delaware, A. G. Beukhart.
District of Columbia, E. M. Kline.
Florida, Walter A. Dopson.
Georgia, H. M. Stanley.
Idaho. M. J. Kerr.
Illinois, Mark L. Crawford.
Indiana, William DeMiller, N. E. Squibb, Louis C. Huessman.
Iowa, A. L. Urick.
Kansas, J. Will Kelly.
Kentucky, W. G. Sprague, W. Pratt Dale.
Louisiana, Hans A. M. Jacobsen.
Maine, Charles S. Hickborn.
Maryland, John K. Shaw.
Massachusetts, William A. Gaston, Everett W. Lord.
Michigan, James T. Lynn, John A. Russell, James V. Cunningham.
Minnesota, Hugo Koch.
Mississippi, E. D. Self, Capt. H. L. J. Barnes, H. H. Weir.
Missouri, W. W. Brown.
Montana, Scott Leavitt.
Nebraska, George J. Kleffner.
Nevada, J. E. Hern.
New Hampshire, E. K. Sawyer.
New Jersey, Lewis T. Bryant.
New Mexico, D. A. McPherson.
New York, Henry Bruere.
North Carolina, George J. Ramsdy.
North Dakota, Lindley H. Patten.
Ohio, Fred C. Croxton.
Oklahoma, C. E. Connally.
Oregon, Wilfred S. Smith.
Pennsylvania, E. C. Felton.
Rhode Island, Edwin A. Burlingame.
South Carolina, H. L. Tilgleman, John L. Davis.
South Dakota, Charles McCaffree.
Tennessee, Joseph T. Ware.
Texas, Charles F. Gordon, H. W. Lewis.
Utah, P. J. Moran.
Vermont, Robert W. Simonds.
Virgina, James B. Dougherty, Ralph Izard, James B. Botts.
Washington, Lawrence Wood.
West Virginia, Lemuel B. Spaun.
Wisconsin, Edward Pettet, George P. Hambrecht.
Wyoming, Ed. P. Taylor.
Hawaii, W. R. Farrington.

EMPLOYMENT FOR DISCHARGED SERVICE MEN, ASSISTANT TO THE SECRETARY OF WAR IN CHARGE OF.

In order to represent the War Department in the special work of assisting discharged soldiers in finding employment and being restored to civil life, the Secretary of War, on March 3, 1919, appointed Col. Arthur Woods as assistant to the Secretary of War.

It was not the function of the office to do anything in the way of registering men for positions or placing them, that work being left to agencies already operating, such as the Bureaus for Returning Soldiers and Sailors and the United States Employment Service, but it was to bring about greater cooperation among existing agencies. In the case of discharged officers an exception to the general rule was to be found in that direct effort was made to secure individual placements. The office gave assistance to discharged men in getting from the Government such sums as were due them as back pay, allotments, bonuses, etc., and in securing miscellaneous information concerning their relations with the War Department. Furthermore the effort was made to extend through the country by means of publicity the idea of the advisability of employing discharged soldiers.

EMPLOYMENT FOR SOLDIERS AND SAILORS, EMERGENCY COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

This committee, made up of representatives of various Government departments and of nongovernmental organizations, such as the American Federation of Labor and the Chamber of Commerce of the United States, was created in the middle of March, 1919, for the purpose of meeting the emergency caused by the expected radical curtailment of the machinery of the United States Employment Service resulting from the failure of the appropriation bills for this service in Congress. One meeting was held by the committee, but it was not called upon to function actively inasmuch as funds for the Employment Service were obtained through various voluntary subscriptions, so that it was possible to maintain the service on a far larger scale than at first seemed probable. Col. Arthur Woods, chairman.

EMPLOYMENT FOR SOLDIERS AND SAILORS, EMERGENCY COMMITTEE ON; OFFICE, ORDNANCE DEPARTMENT.

Made a part of the Director of Arsenals' Office on September 15, 1918. It was the function of this branch to aid in procuring the necessary skilled and unskilled male and female civilian employees for Government arsenals and so to improve the methods in handling these employees as to make them more efficient factors in ordnance production. It served as the point of contact between the labor-controlling agencies of the Government and the arsenal management and employees. Prior to September 15 this work had been done by the Industrial Service Section of the Ordnance Department. After it was placed directly under the Director of Arsenals, close relations were still maintained with the Industrial Service Section. Capt. S. E. Blunt was in charge of this work.

EMPLOYMENT AND TRAINING METHODS BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in August, 1918. It took over part of the work that had been performed by the Employment Management and Working Conditions Branch before the latter was abolished. It furnished information to ordnance contractors regarding the most successful methods and practices in the conduct of employment departments

and aided contractors in securing experienced employment managers. It was also the function of this branch to promote industrial training and to assist in the establishment of vestibule schools, cooperating with the Training and Dilution Service in the Department of Labor in this work. The armistice was signed, however, before this part of its work was fully organized. James A. Young, chief.

ENAMELED WARE WAR SERVICE COMMITTEE.

Organized February 28, 1918. The committee cooperated with the United States Fuel Administration on the question of restriction of fuel for nonessentials. Manufactured goods were supplied to the Construction Division of the Army and to the United States Housing Corporation. George D. McIlvaine, chairman.

ENEMY PATENT DIVISION, FEDERAL TRADE COMMISSION.

Under the trading with the enemy act, approved October 6, 1917, certain authority was granted to the President with respect to patents, especially those owned or controlled by enemy nationals. The President delegated the administration of this power to the commission under an Executive order dated October 12, 1917. In order to perform this duty, the commission organized the Enemy Patent Division. The principal work of this division was to consider applications for the license of the use of enemy patents and to grant such license where deemed advisable, in accordance with the general conditions provided by the law.

ENEMY TRADE, BUREAU OF, WAR TRADE BOARD.

It administered the license system covering transactions which, though technically of an enemy character and criminal under the trading with the enemy act, might nevertheless be for the public interest. It was in charge, successively, of John H. Hammond, Charles A. Huston (Mar. 1, 1918), Paul Fuller, jr. (May 1, 1918), C. H. Hand, jr. (July 1, 1918), E. S. McManus (Oct. 1, 1918), Richard Ely (Dec. 1, 1918), and John M. Enright.

ENEMY TRADE DIVISION, FEDERAL TRADE COMMISSION.

Established to administer, for the President, the provisions of the trading with the enemy act relative to American-owned patents in enemy countries, and enemy or ally of enemy patents in the United States, as well as the determining whether new American patents should be kept secret through the war. It worked in cooperation with the War Trade Board, the Alien Property Custodian, and the offices of Military and Naval Intelligence.

ENFORCEMENT DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in November, 1917, to enforce the rules and license regulations which were published from time to time. The penalties usually took the form of a revocation of license of an offender for a specified period or in many instances, in lieu of license revocations, voluntary contributions to the Red Cross were allowed. The division worked through a Cereal Section, a Field Supervision Section, and a Report Supervision Section. R. W. Boyden, chief.

ENGINEERS, CORPS OF.

The military functions of the Corps of Engineers included reconnoitering and surveying for military purposes, including the laying out of camps, the preparations of military maps of the United States and its possessions, and the theater of operations, the formation of plans and estimates for military defenses, construction and repair of fortifications and their accessories, the installation of electric-power plants and electric-power cable connected with seacoast batteries; planning and superintending of defensive works of troops in the field; examination of routes of communications for supplies and for military movements; construction and repair of military roads, railroads, and bridges; and military demolitions. Within the theater of operations the Corps of Engineers has charge of the location, design, and construction of wharves, piers, landings, storehouses, hospitals, and other structures of general interest, and of the construction, maintenance, and repair of roads, ferries, bridges, and incidental structures, and of the construction, maintenance, and operation of railroads under military control, including the construction and operation of armored trains. In April, 1917, the purchasing functions of the Corps of Engineers were carried out through the General Engineer Depot (at first known as the Engineer Depot, Washington Barracks). In July, 1917, the office of Director General of Military Railways was created and was charged with the duty of negotiating all orders and contracts for railway materials and equipment, although the formal orders and contracts were placed through the General Engineer Depot. On October 22, 1918, the General Engineer Depot except the Financial Division was transferred to the office of the Director of Purchase and Storage. The financial work was transferred to the Director of Finance. At the same time so much of the office of the Director General of Military Railways as was engaged in the work of storage and distribution of railway equipment and material was transferred to the office of the Director of Purchase and Storage. On October 26, 1918, it was specified that the Corps of Engineers would continue to purchase certain articles, including all railway and marine equipment. Maj. Gen. W. M. Black, chief of engineers.

ENGINEER DEPOT, GENERAL.

The General Engineer Depot in April, 1917, was in charge of the purchase of the Engineer material, equipment, and supplies required for Engineer operations in the field, the Engineer equipment and supplies issued to the troops, and the supplies for seacoast defenses. It was also in charge of the location and organization of Engineer depots at various points throughout the country, which served as points for receiving, classifying, and storing all of the material purchased, issuing it to troops and shipping it abroad and accounting for it from the time it was purchased until it was issued to troops or sent abroad. The General Engineer Depot also served as the disbursing office for the Director General of Military Railways, all formal orders and contracts being placed by the General Engineer Depot for purchases of railway materials and equipment and of post equipment that had been negotiated by the

Director General of Military Railways. In accordance with Supply Circular No. 99 issued by the Purchase, Storage and Traffic Division on October 22, 1918, most of the purchasing and storing functions of the General Engineer Depot were transferred to the Office of the Director of Purchase and Storage, while the finance functions were transferred to the Director of Finance. Brig. Gen. W. H. Rose was in charge up to the time of transfer to Purchase and Storage.

ENGINEER SUBDIVISION, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of the distribution of Engineer equipment and equipment of organizations with Engineer equipment. It functioned through the Engineer Unit, Equipment Section, and Fire Control Equipment Section. Lieut. C. L. Koons, chief.

ENGINEER SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918, but did not become operative until November 25, 1918. It supervised the filling of requisitions for engineer supplies received from the American Expeditionary Forces, and was responsible for the shipment of these supplies from the interior to the port of embarkation. G. R. Gough, chief.

ENGINEERING BRANCH, CONSTRUCTION DIVISION OF THE ARMY.

Created May 24, 1917, in the Cantonment Division, Quartermaster Corps, to have charge of the preparation of plans for cantonments, including water distribution, internal sewer and draining lines, tracks, roads, etc.; and to have charge of the preparation of estimates of cost for the same and the preparation of bills of materials entering into all construction. It functioned through the following sections: Architectural Work, Estimates, Camp-Planning, Water Supply, Fire Protection, Electric Equipment, Illuminating, Heating and Plumbing, Expediting, Roads and Sanitation, Schedules, Refrigeration, Special Studies, Mechanical Engineering, Civil Engineer and Track Work. Col. F. M. Gunby, chief.

ENGINEERING, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau considered all problems relating to estimates or engineering data, ascertained costs of production, refining, and marketing of petroleum and its products, and the yields of various grades of crude oils as taken from the several fields. It cooperated with the Federal Trade Commission in regard to costs of refining productions. It was first organized as Bureau of Costs. Thomas Cox, director.

ENGINEERING COUNCIL.

The Engineering Council was formed June 27, 1917, by the American Society of Civil Engineers, American Institute of Mining Engineers, American Society of Mechanical Engineers, and American Institute of Electrical Engineers. The council organized for war service the following: An American Engineering Service, with

George J. Foran as chairman, which furnished technical men to the Army and Navy and to the various departments requiring their services; War Committee of Technical Societies, with D. W. Brunton as chairman, which worked with the Naval Consulting Board and the Army General Staff; Fuel Conservation Committee, with Prof. L. P. Breckenridge as chairman, which cooperated with the Bureau of Mines and the United States Fuel Administration; Patents Committee, with Charles A. Terry as chairman, which cooperated with National Research Council; Americanization Committee, with Alex C. Humphreys as chairman, which worked with the National Americanization Committee and the Bureau of Education; and, late in 1918, Engineering Societies Employment Bureau for placing technical men in positions and a Reconstruction Committee for other problems of reconstruction. Ira N. Hollis was chairman until February 21, 1918, when he was succeeded by J. Parke Channing.

ENGINEERING DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

The work of this division included the planning and negotiation for the extension of municipal improvements to United States Housing Corporation projects. It appointed a member of the division to the Committee on Sites, and appointed an engineer from the ranks of the profession to take charge of engineering features of each project. Public utility companies were expected to finance extensions to the project, but when they were unable to do so, the corporation made loans both to municipal and private companies and entered into special assessment relations with municipalities. The local project engineer initiated and conducted all contract relations with city and utility companies, staked out work in advance of the contractor, and later cooperated with the works superintendent. His work was checked and approved by the division. John W. Alvord, chief engineer.

ENGINEERING DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the Chief of the Motor Transport Corps, dated August 30, 1918. It was responsible for the design of all motor vehicles and equipment under the control of the Motor Transport Corps and for the engineering work connected therewith. This work included the providing of specifications and drawings, investigations concerning value and adaptability of various types of motor vehicles, the making of tests, and the improvement of design where defects and faults were discovered. It cooperated with the Inventions Section of the General Staff in the investigation and development of new ideas and inventions pertaining to motor transport. The division functioned through the following branches: Engineering; Specification and Design Drafting Room; Office Administration; Experimental and Test; Technical Service; and Planning, Information, and Advisory Staff. John Younger, chief.

ENGINEERING DIVISION, NATIONAL RESEARCH COUNCIL.

Formed with Henry M. Howe, chairman, with the following sections: Prime Movers, L. S. Marks, chairman; Mechanical En-

gineering, W. J. Lester, chairman (with Fatigue of Metals Committee, H. F. Moore, chairman); Metallurgy, Bradley Stoughton, chairman (with five committees, Helmets and Body Armor, Maj. Bashford Dean, chairman; Ferro-Alloys, J. E. Johnson, jr., chairman; Steel Ingot, Lieut. Col. W. P. Barba, chairman; Pyrometer, G. K. Burgess, chairman; Improvement of Metals by Treatment at Blue Heat, Zay Jeffries, chairman); Electrical Engineering, C. A. Adams, chairman (with Electric Welding Research Committee, H. M. Hobart, chairman).

ENGINEERING SECTION, STEEL SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Technical Department of the Steel Ship Construction Division became the Engineering Section of that division on June 26, 1918. Its functions included the following: The preparation of designs, plans, and specifications for ships; examination of contractors' plans; examination and approval for delivery of the final contract; preparations of specifications and plans for articles purchased directly by the Emergency Fleet Corporation; and examination of all technical matters referred for such purposes by the manager of the division. The section functioned for both the Wood and Steel Ship Construction Divisions, with the aid of Machinery, Hull, Scientific, Specifications, Requisition, and Otter Gear Branches. H. C. Sadler, naval architect and consulting engineer, was head of the section.

ENGINEERING AND CONSTRUCTION MATERIALS BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of writing purchase specifications and purchase negotiations and of selecting materials. The classes of materials purchased were railroad material, building material, and structural steel products. Lieut. Col. J. E. Long, chief.

ENGINEERING AND EDUCATION COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

One of the seven committees, with Dr. Hollis Godfrey, chairman, formed in the Advisory Commission, one under each commissioner, to assume supervision over the forming of organizations to carry on the executive work arising from new problems and to turn over organized knowledge and committees to the Government. Many short methods for use in the engineering fields of industry were developed, especially the policy in higher educational institutions, to be a basis for the Army training schools. This work was later turned over to the Committee on Education and Special Training of the War Department and its recommendations were carried out in the Students Army Training Corps. Short courses in war industrial activities were planned and model courses given, and liaison between leading colleges and universities in the United States and Great Britain was established, the first impulse to which was given by a visit in July, 1917, of five leading representatives of the university convocation of Canada. The difficulty in keeping students in schools from enlisting was settled in part by a letter sent to the chairman by the Secretary of War under date of November 23, 1917:

The successful outcome of the war is so dependent upon the applications of science that the United States can ill afford at this time to risk any diminution

of this supply of technically trained men. Such diminution we must in part suffer by reason of the fact that class exemptions in the execution of the selective service law are prejudicial to its general success; but I have constantly in mind the fact that the Government service will demand more and more scientifically trained men, and so I hope those who are in charge of scientific institutions will impress upon the young men the importance and desirability of their continuing their studies except to the extent that they are necessarily interrupted by a mandatory call under the provisions of the selective conscription law.

The committee functioned at first through five subcommittees, Dr. Godfrey being chairman of them all: General Engineering, Production Engineering, Universities and Colleges, Secondary and Normal Schools, and Construction Engineering. These were later changed to a University Section, with two committees (Relation of Arts Colleges to the Government, Byron S. Hurlbut, chairman, Relation of Engineering Schools to the Government, F. L. Bishop, chairman), and a Secondary School Section. The committee was dissolved in September, 1918.

ENGINEERING AND MAINTENANCE, DEPARTMENT OF: DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created September 1, 1918. It was responsible for the compiling of information reflecting the physical condition of the roadway and structures of the railroads under Federal control. It also handled matters relating to the standardization of practices in the maintenance of roadway and structures and studied questions concerning proposed new appliances and all engineering problems which were directly connected with maintenance and operation. C. A. Morse, assistant director of operation, was in charge. Assisting him was a committee consisting of the engineering assistants of the seven regional directors, as follows: Eastern, G. J. Ray; Allegheny, E. B. Temple; Pocahontas, J. E. Crawford; Southern, H. N. Rodenbaugh; Northwestern, J. L. Haugh; Central Western, H. R. Safford; and Southwestern, E. A. Hadley.

ENGINEERING AND NAVIGATION SCHOOLS, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

See *Navigation and Engineering Schools, Recruiting Service, United States Shipping Board.*

ENGINEERING AND RESEARCH DIVISION, SIGNAL CORPS.

Created July 6, 1918. Its functions were: The test, development, and submission of specifications to the Chief Signal Officer of all types of equipment, the maintenance of specifications, and technical data on all such equipment; the maintenance and supply of tables of organization and equipment; the review of all inventions; the supply of scientific information; the plans for defense projects and the plans for all new activities by the Signal Corps. The division functioned through the following sections: Radio Development Section, charged with the development of all radio apparatus for the Army, under the direction of Lieut. Col. N. H. Slaughter; the Electrical Engineering Section, in charge of all signaling matters not radio, under the direction of Maj. L. M. Evans; Specifications Section, which maintained complete files of all Signal Corps speci-

fications under the direction of Capt. R. E. De Loy; Data Branch, Capt. H. J. Heckhart, chief; Patent Section, Carl Richmond, chief, in charge of all matters pertaining to patent litigation claims, etc.; and the Cable Engineering Section, Capt. A. A. Clokey, chief, discontinued January 15, 1919; Plans and Requirements Section, Capt. A. B. Albro, chief. The division maintained various laboratories under the direct supervision of the sections to which they pertained. Lieut. Col. J. O. Mauborgne, chief.

ENGINEERING AND STANDARDIZATION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created January 24, 1919, to have supervisory authority over all research work and standardization of articles of purchase, direct the accumulation, arrangement, and maintenance by the several bureaus of an exhibit of War Department matériel for procurement and educational purposes; to exercise supervision over the publication of drawings, specifications, and catalogues pertaining to matériel and equipment developed and standardized by the Operations Division of the General Staff, and to exercise supervision over all production and inspection methods in the War Department supply activities. It functioned through the following sections: Standardization, Research, Production, Inspection, Catalogue and Publication, Exhibit and Executive. When organized, this branch took over the activities of the Standardization Section of the Purchase Branch; the Army Supply Catalogue Branch; Production, Inspection, and Research Branch of Purchase, Storage and Traffic Division. Lieut. Col. W. R. Roberts, chief, succeeded by Col. G. Sevier.

ENGINEERS' COMMITTEE, UNITED STATES FUEL ADMINISTRATION.

Organized in January, 1918, to make a general review of coal costs and to prepare for submission to the United States Fuel Administrator the costs of producing bituminous coal. The committee adopted a price-fixing method, establishing a "bulk line" for each producing district. A margin added by the United States Fuel Administrator to this bulk line formed the price for that producing district. Cyrus Garnsey, jr., R. V. Norris, and J. H. Allport, committee.

ENGRAVING AND PRINTING, BUREAU OF; TREASURY DEPARTMENT.

The bureau which engraves and prints the paper currency, national bank notes, Federal reserve notes, postage stamps, internal revenues and customs stamps, bonds, certificates of indebtedness, and other forms of financial paper of the Government. The war-time demands resulted in a total production greatly in excess of previous totals. The director of the bureau during the period of the war was J. L. Wilmeth.

ENTOMOLOGY, BUREAU OF; DEPARTMENT OF AGRICULTURE.

The war work of the Bureau of Entomology was practically and entirely in the line of continuing and intensifying activities already established but with especial intensification of those activities having the most immediate bearing upon war products and food supply.

One of these war activities was the protection of grain and other materials from insect pests in warehouses, ports, and ships, and the treatment and fumigation of already infested products. Another was the protection of lumber and stored wooden implements from similar pests. Early in 1917 the bureau started a country-wide reporting service on conditions concerning the principal insect enemies of staple crops, with the idea of bringing about as far as possible a census of insect damage and prospects, so that the earliest possible information should be gained as to any alarming increase in numbers of any given pest, and that this information be received at a common point and distributed for the most good. Soon after this service was instituted, funds for crop stimulation became available and trained men were assigned to different localities to take care of the demonstration work against the principal pest of staple crops all over the country. Especial attention was given to the grasshopper which damaged grain and forage crops, the sweet potato weevil, and the insects injurious to the castor bean plant, which was introduced into the country to supply castor oil for airplanes. Other war activities of the bureau were the stimulation of the production of honey, as a supplemental sweet, economically produced, and of high food value; experimentation in cooperation with the Chemical Warfare Service for the possible utilization of gases used in warfare as fumigants for the control of insects and diseases; cooperation with the Subcommittee on Medical Entomology of the National Research Council in investigations for the control of the body louse; investigation of the area surrounding cantonments and concentration points for protection to the troops against disease-carrying mosquitoes and other insects; and cooperation with chemists in the Quartermaster Corps reperfecting the laundry processes in order to guarantee complete control of vermin in laundry. L. O. Howard, chief of bureau.

ENVELOPES WAR SERVICE COMMITTEE.

Organized September 12, 1918, to represent the manufacturers of envelopes. C. R. Scudder, chairman, succeeded by H. W. Stuart.

EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

Created as a separate organization of the Ordnance Department on April 15, 1917, when the Division of Small Arms and Equipment was reorganized. The Equipment Division was charged with the responsibility for the procurement of all personal and horse equipment. In December, 1917, its organization, in addition to the Central Office and Control Section in charge of routine administrative matters, comprised the Contract, Traffic, Record, and Inspection Sections, and a group of eight Procurement Sections. On January 14, 1918, upon the reorganization of the Ordnance Department most of the duties of the Equipment Division were taken over by the Equipment Section of the newly formed Procurement Division. Col. E. B. Babbitt, chief.

EQUIPMENT DIVISION, SIGNAL CORPS.

A reorganization of the units charged with the procurement of Signal Corps property took place on August 29, 1917. A new Equipment Division was established, which took over the work which had

been performed by the old Equipment and Finance and Supply Divisions. An office memorandum of February 16, 1918, defined the duties of the division so as to include all matters pertaining to the procurement of Signal Corps equipment, its production, inspection, settlement of accounts, storage, and issue. The division functioned through the following branches, which were in existence during the periods indicated: Purchase and Supply Depots, August 29 to November 15, 1917; Overseas Follow-Up, August 29 to November 15, 1917; Electrical Engineering, November 15, 1917, to January 11, 1918; Signal Material Section, January 11 to June 23, 1918; and Ordnance and Instrument Section, November 15, 1917, to August 8, 1918. Upon the establishment of the Signal Material Section, the procurement of signal material with the exception of that pertaining to radio and photography was centered therein. A Bureau of Aircraft Production was established on May 24, 1918, which took over all duties connected with the production of airplanes and airplane equipment, which had hitherto been performed by the Signal Corps. The procurement function of the Equipment Division was taken over by the Purchase, Storage and Traffic Division of the Signal Corps, on June 20, 1918. Col. E. A. Deeds was chief of the division until January 14, 1918; succeeded by Col. R. L. Montgomery, and on February 20 by W. C. Potter.

EQUIPMENT SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Organized in January, 1918. The section supervised all negotiations involved in the purchase of personal equipment for infantry, and personal and horse equipment for cavalry and field artillery, including all finished equipment in which leather or textile was the principal material used. Its functions were substantially the same as those of the Equipment Division of the Ordnance Department, prior to the reorganization of January, 1918. On February 26, 1918, the section was divided into 10 branches, as follows: General Administration, Textile, Leather, Mess Equipment and Metal Equipment, Preserving and Cleaning Fluids, Leather Equipment, Textile Equipment, Packing Box, Record, and Office Organization. Col. J. R. Simpson was section head from January 15 to February 2, 1918, when he was succeeded by Maj. H. H. Lehman.

EQUIPMENT AND SUPPLIES, DIVISION OF; POST OFFICE DEPARTMENT.

Created April 27, 1918, to supervise and regulate the production of personal and horse equipment. These included textile materials, textile equipment, cleaning and preserving materials, metal products, machinery equipment, hardware and leather. Maj. W. Sargent, jr., chief, succeeded by Capt. A. L. Fabens on June 5, 1918.

EQUIPMENT AND SUPPLIES, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent division reporting to the Fourth Assistant Postmaster General. During the war it distributed a total of 57,500,000 thrift cards, and 52,000,000 war savings certificates to postmasters, Federal reserve banks, etc. The equipment in post offices established in camps, and for the postal agencies in the American Expeditionary Forces was furnished by this division. During the war

1,436,376 additional mail sacks were furnished to take care of the increased demands of the postal service. J. King Pickett, superintendent, reporting to James I. Blakeslee, Fourth Assistant Postmaster General.

ESTIMATES AND APPORTIONMENTS DIVISION, DIRECTOR OF FINANCE.

Established November 13, 1918. The division functioned through these branches, whose respective duties indicate the character of the work performed: Executive Branch, which kept records pertaining to all financial estimates and apportionments, including the editing and consolidation of estimates for Congress; Estimates Branch, which corrected and revised the estimates furnished to the Director of Finance by the Director of Purchase, Storage and Traffic, Quartermaster General, Chief of Engineers, Surgeon General, Chief Signal Officer, and the Director of Air Service; Apportionments Branch, which apportioned appropriations, allotted them to the various distributing and disbursing officers, and furnished information to the Funding Division with reference thereto. George E. Frazer and Lieut. Col. T. L. Smith, chiefs.

ESTIMATING SECTION, REQUIREMENTS DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This division made estimates in advance of the contractors on building materials required for corporation housing projects, and prepared advance lists of requirements in order that the materials might be allocated, purchased, and started for the projects on which bids were being received. The estimates of amounts and costs of materials were used to check up contractors' estimates. During the progress of construction, unit costs were tabulated in order to check "overrun" on the estimated cost. W. W. Dibrell, chief.

ETHYL ALCOHOL SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed May 1, 1918, to regulate the production, distribution, and use of ethyl alcohol, and to promote the use of alcohol manufactured from molasses. It was responsible for, at least temporarily, modifications of the internal revenue laws governing the period of fermentation, which increased manufacturing capacity about 20 per cent. This commodity was handled at first in the Sulphur, Alcohol, and Pyrites Section. The section was discontinued December 31, 1918. William G. Woolfolk, chief.

EUROPEAN DIVISION, CHEMICAL WARFARE SERVICE.

The European Division was the title given for convenience to the Chemical Warfare Service, American Expeditionary Forces, which included the American Expeditionary Forces Laboratory, under the direction of Lieut. Col. R. F. Bacon, and the field service, with its commissioned and enlisted personnel. Brig. Gen. A. A. Fries was chief of the Chemical Warfare Service, American Expeditionary Forces. This service had been established in 1917, and was transferred June 28, 1918, to the Chemical Warfare Service.

EXAMINING BOARD, PERMANENT; ORDNANCE DEPARTMENT.

Organized March 23, 1918, to examine all candidates for commission in the Ordnance Department, to recommend assignments for overseas service, and to recommend promotions and demotions. The board was dissolved November 21, 1918. Lieut. Col. W. P. Barbee, president.

EXCESS PROFITS TAX ADVISERS, BOARD OF; BUREAU OF INTERNAL REVENUE, TREASURY DEPARTMENT.

An organization created by the Secretary of the Treasury in November, 1917, to assist the Bureau of Internal Revenue in administering the war revenue tax law of October 3, 1917. It was the purpose in creating the unit to secure a body of men of wide professional and business experience, qualified to aid the bureau in the interpretation of the complex provisions of the law and to represent an enlightened public point of view as to the methods of administration. There were nine members, as follows: T. S. Adams, S. R. Bertron, S. W. Cramer, Cordell Hull, T. W. McCullough, E. T. Meredith, W. D. Simmons, J. E. Sterrett, and Henry Walters.

EXCESS PROFITS TAX REVIEWERS, BUREAU OF INTERNAL REVENUE, TREASURY DEPARTMENT.

An Internal Revenue Bureau organization, created by the Secretary of the Treasury in December, 1917, to review the returns of excess profits taxpayers whose status under the law made accurate assessment peculiarly difficult. The reviewers comprised former excess profits tax advisers, expert accountants, and experienced employees of the bureau. The reviewers passed upon a large volume of returns and conducted formal hearings in the cases of a number of taxpayers.

EXECUTIVE BRANCH, FIELD OPERATIONS DIVISION, DIRECTOR OF FINANCE.

Established in March, 1919. This branch exercised executive supervision over all the other branches of the division and handled queries from the field relative to the application and interpretation of regulations and orders. Maj. O. W. Gralund, chief.

EXECUTIVE BRANCH, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created November 22, 1918, to have charge of the issuance of finance circulars for the purpose of expediting payments of contracts and awards, and the compilation of statistics as to payments by zone disbursing officers on all contracts and awards. Maj. E. A. Harrison, chief.

EXECUTIVE COMMITTEE, SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

See *Railroads' War Board.*

EXECUTIVE DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the Chief of the Motor Transport Corps, dated August 30, 1918. It was charged with the general administra-

tive work of the corps, including office management, handling of correspondence, orders, bulletins, circulars, etc. It was also responsible for procurement, personnel, training, and the assignment and distribution of all motor vehicles. It functioned through the following branches: Administration, Personnel, Training, Distribution of Vehicles, and Requisitions and Orders to Purchase. Col. A. O. Seaman, chief.

EXECUTIVE OFFICE, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Organized December, 1917. The Executive Office undertook to coordinate the activities of the various organizations affiliated with the commission, and to supervise all field work through the district directors. The affiliated organizations referred to were the Young Men's Christian Association, Young Women's Christian Association, Jewish Welfare Board, National Catholic War Council, American Library Association, Salvation Army, and the War Camp Community Service. Directors of field work, A. M. White and John P. Myers; executive secretary, W. Prentice Sanger.

EXECUTIVE AND ADMINISTRATIVE DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

In existence prior to outbreak of war. The duties of this division included all executive and administrative details relating to the activities of the Bureau of Ordnance, the formulation of policies, approval of contracts, designs, drawings, projects, etc., and general supervision over all other divisions.

EXPEDITIONARY CABLE BRANCH, METHODS CONTROL DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918. It was abolished May 25, 1918, and its duties were transferred to the Telegraph and Cable Branch, Administrative Division.

EXPERIMENT STATIONS, OFFICE OF, STATES RELATIONS SERVICE, UNITED STATES DEPARTMENT OF AGRICULTURE.

A permanent office which during the war organized cooperation between the stations for studying special war-time problems. The results of former activities of the experiment stations supplied information to farmers and extension workers on such subjects as analyzing the most advantageous use of soil and cultivation, economizing the resources of water and soil, making the best use of available fertilizing material, combating injurious influences, such as disease and insect pests, pointing out practices to protect agricultural products against loss in transit and storage, and developing the use of substitutes in food and feed. E. W. Allen, chief.

EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Formed June 1, 1918, as a separate division from the Chemicals and Explosives Division and from the Explosives Section, War Industries Board. It cleared for the War Industries Board explosives contracts and provided for supplies of raw material for the manufacture of explosives, advised the War Industries Board as to the

explosives situation and suggested means of meeting the Army, Navy, and allied requirements. The division was discontinued December 12, 1918. M. F. Chase, director.

EXPLOSIVES SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Originally the Explosives Branch of the Purchase Section, Gun Division, established about October 1, 1917, but transferred to the Procurement Division in January, 1918. This section supervised all negotiations connected with the purchase of the explosives used in the manufacture of munitions and of the necessary packing containers, but did not include raw materials used in the manufacture of explosives. Different officers were detailed as negotiators for the purchase of the different explosives and other materials handled by the section. This work was carried on under the supervision of Capt. C. B. Peters as head.

EXPLOSIVES SECTION, PRODUCTION DIVISION, ORDNANCE EQUIPMENT.

Organized April 27, 1918, to supervise and regulate the production of explosives and loading of shells. The loading activities were put in a separate section July 10, 1918, but were consolidated November 6, 1918, and became known as Explosives and Loading Division. Maj. E. Moxham, chief.

EXPLOSIVES AND LOADING DIVISION, ORDNANCE DEPARTMENT.

Created November 6, 1918, consolidating the Explosives and Loading Sections of the Production Division. The activities of these two sections were continued as before. Col. W. C. Spruance, chief.

EXPLOSIVES REGULATION DIVISION, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

An act of Congress, approved October 6, 1917, provided for the regulation of the manufacture, distribution, storage, use, or possession of explosives and their ingredients. Section 18 of the act authorized the Bureau of Mines to make rules and regulations for carrying the act into effect, subject to the approval of the Secretary of the Interior. A new division of the bureau known as the Explosives Regulation was organized November 1, 1917. In each State and in the Territory of Alaska an explosives inspector was appointed by the President with the approval of the Senate. Each inspector was under the supervision of the Washington office. Under each explosives inspector was an advisory committee, made up, when practicable, of representatives of those interests most affected. The members of the advisory committee were designated assistant inspectors and were appointed by the Director of the Bureau of Mines. For licensing users of explosives and ingredients a field force of over 15,000 men was selected and appointed by the Director of the Bureau of Mines. Less than 1 per cent of the entire force under the explosives act received salaries. An amendment to the act of October 6, approved July 1, 1918, authorized the Director of Mines under rules and regulations approved by the Secretary of the Interior to limit, during the period of the war, the sale, possession, and use of

platinum, palladium, and iridium and compounds thereof. The administration of this act was placed in the explosives regulations division. Director of Explosives Regulations, F. S. Peabody, succeeded on July 17, 1918, by Clarence Hall.

EXPORT DIVISION, FREIGHT TRAFFIC COMMITTEE, NORTH ATLANTIC PORTS.

See *Freight Traffic Committee, North Atlantic Ports.*

EXPORT DIVISION, GENERAL OPERATING COMMITTEE, EASTERN RAILROADS.

See *Freight Traffic Committee, North Atlantic Ports.*

EXPORT DIVISION, GENERAL OPERATING COMMITTEE, EASTERN RAILROADS POOL.

Created November 29, 1917, by General Operating Committee in session at Pittsburgh. The function of this body, which was composed of seven members under the chairmanship of George D. Ogden, was to regulate the shipment of commodities to the Atlantic ports in order to prevent accumulations of freight with the resultant terminal congestion. It at once assumed control over the railroad export traffic in unmanufactured tin, iron, and steel with the exception of that intended for the use of the United States Government. On and after December 12, 1917, the Export Division exercised authority to issue railroad shipping permits embracing commodities for export via Boston, New York, Philadelphia, Baltimore, Norfolk, and Newport News, excepting United States Government freight. The division worked in cooperation with the traffic executive representing the allied governments. After the railroads were placed under Fedral control the work of the division was continued without interruption by the Freight Traffic Committee, North Atlantic Ports, of the United States Railroad Administration.

EXPORT LICENSES, DIVISION OF, BUREAU OF FOREIGN AND DOMESTIC COMMERCE, DEPARTMENT OF COMMERCE.

This division was created in June, 1917, in order to carry out the provisions contained in the espionage act, which became effective on June 25, 1917, especially those relating to the issuing of export licenses. Licenses for shipments to foreign countries were issued at the district offices of the bureau in several cities. By Executive order the division was transferred from the Bureau of Foreign and Domestic Commerce on August 25, 1917, and the Exports Administrative Board was organized to take over its duties. This board was in turn succeeded by the War Trade Board. Besides issuing of export licenses the division was engaged in the collecting of economic war intelligence to serve as a basis for its work.

EXPORT TRADE DIVISION, FEDERAL TRADE COMMISSION.

Under the Webb Act, approved April 10, 1918, associations entered into for the sole purpose of engaging in export trade and actually engaged solely in such trade were exempted from certain of the prohibitions of the Sherman Act of 1890, and the Clayton Act of

1914. New duties were imposed on the commission by the Webb Act, and the Export Trade Division was created for the purpose of performing them. During the war the work of the division was to act as a recording office for export trade associations although the law also endowed the commission with important administrative powers affecting such associations if their organization or conduct was not in conformity with the law. The division cooperated with the Bureau of Foreign and Domestic Commerce of the Department of Commerce in studying the export trade under war conditions.

EXPORTATION, COORDINATING COMMITTEE ON.

This committee was organized in September, 1917, at the instance of the Railroads' War Board, which recognized the necessity for taking immediate steps to coordinate railroad and oversea transportation. With this end in view there met with the Railroads' War Board representatives of the traffic committee of the allied governments, the Embarkation Service of the General Staff, United States Army, the United States Shipping Board, the United States Food Administration, the American National Red Cross, and the Commission on Car Service. At this meeting a committee was formed which included in its original membership seven persons representing the interests mentioned above. It was the aim of the committee to bring about a degree of cooperation between the railroads, the War Department, the Shipping Board, the Food Administration, and the war commissions of the British and other allied governments. More specifically, it sought to expedite the handling of export shipments by preventing congestion at the seaboard, and to prevent export traffic from being accumulated and delayed in railroad terminals and along the tracks of seaport lines. Charles M. Sheaffer, chairman of the Commission on Car Service, became chairman of the Coordinating Committee.

EXPORTS, BUREAU OF; WAR TRADE BOARD.

When the War Trade Board by Executive order of October 12, 1917, took over all the duties of the Exports Administrative Board (which passed out of existence) the issuance of licenses passed from the former Bureau of Export Licenses to the Bureau of Exports. Much of the personnel remained. After February 14, 1918, all exports of whatever commodity or destination were within its jurisdiction. After May 13, 1918, in cases of exports to Great Britain, France, Belgium, or Italy, no license was granted without the antecedent approval of the mission from the country concerned. Branch offices and special agents were maintained at the chief ports of export. In charge of C. A. Richards, H. B. Van Sinderen (March–September, 1918), V. H. McCutcheon (September, 1918), and C. A. Richards (October, 1918). C. A. Richards was detached from the bureau to serve as chairman of the Contraband Committee (March–September, 1918).

EXPORTS COUNCIL.

Created by proclamation of June 22, 1917, under title 7 of the espionage act (June 15, 1917), including the Secretaries of State, Agriculture, and Commerce, and the Food Administrator. The com-

mittee was to formulate for the consideration and approval of the President, policies whose executive administration was vested in the Secretary of Commerce. The Division of Export Licenses was organized in the Department of Commerce for this purpose. The council was advisory to a committee that developed into the Exports Administrative Board, and later into the Bureau of Exports, War Trade Board; while the Exports Council was itself finally replaced by the War Trade Council. It prepared for issue, July 23, 1917, an Exports Control List containing the commodities determined to be included in the license list proclamation of July 9, 1917.

EXPORTS ADMINISTRATIVE BOARD.

Created by Executive order of August 21, 1917, to be the executive of the Exports Council in the administration of all its policies, and made up of experts appointed severally by the members of the council. It operated through the Bureau of Export Licenses which was transferred to its jurisdiction by the proclamation of August 27, 1917. No commodity upon the prohibited lists could be exported without its license. After the passage of the trading with the enemy act (October 6, 1917), the Exports Administrative Board was merged into the War Trade Board, and its special duties were carried on by the Bureau of Exports.

EXPORTS CONTROL COMMITTEE.

Created jointly by the Secretaries of War and Navy, and the Director General of Railroads on June 11, 1918. Representatives of the Army, Navy, Railroad Administration, Shipping Control Committee, and Allied Traffic Executives sat on this committee to estimate the probable requirements of freight to be exported and to arrange for its routing through available ports. It maintained a New York office at the headquarters of the Shipping Control Committee and acted through the permit system organized by the Freight Traffic Committee, North Atlantic Ports, the Southern Export Committee, the California Export Committee, and the North Pacific Export Committee. Its report (December 31, 1918) is in the *Official Bulletin*, February 3, 1919. On January 31, 1919, its chairman, George D. Ogden, recommended that the committee be discontinued on March 1.

EXPORTS AND IMPORTS, DIVISION OF; UNITED STATES FOOD ADMINISTRATION.

Organized June 23, 1917. This division was in charge of all matters of imports and exports within the Food Administration. The Marine Transportation Division took over the work of this division March 3, 1918. John B. White, chief of the division, represented the United States Food Administration on the War Trade Board.

EXPRESS COMPANY, AMERICAN RAILWAY.

The American Railway Express Co. was a private corporation formed by the consolidation of the four principal express companies, namely, the Adams, American, Southern, and Wells Fargo. The corporation was formed as the result of an agreement between the

Director General of Railroads and the four companies above named reached on May 28, 1918, and becoming effective on July 1. A contract was drawn up and agreed to by the Director General and representatives of the express companies, under the terms of which the American Railway Express Co. agreed to conduct the express business upon all lines under Federal control, and it was stipulated that the company should be the sole agent of the Government in the conduct of such business. The equipment of the four consolidated companies was to be used in common and provision was made for uniform accounting methods. George C. Taylor became president of the company. Questions involving rates, labor, etc., arose which made it seem desirable to place the express business of the country directly under Federal control. Accordingly, the President on November 16, 1918, issued a proclamation taking over the consolidated business carried on by the American Railway Express Co., and its operation was assigned to William G. McAdoo, Director General of Railroads.

EXPRESS AND MAIL SECTION, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Created July 10, 1918. The functions of this committee were twofold: (1) To represent the United States Railroad Administration in matters relating to the contract between the Director General and the American Railway Express Co.; (2) to represent the United States Railroad Administration in the handling of questions relating to the carrying of the mails as, for example, the adjustment of unsettled controversies between individual railroads and the Post Office Department. F. S. Holbrook, manager.

EXPRESS TRANSPORTATION, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Appointed June, 1917. The Subcommittee on Express Transportation included four members, vice presidents, respectively, of the Adams, American, Southern, and Wells Fargo Express Cos. This organization was formed for the purpose of coordinating the work of the express companies with the efforts of the railroads in meeting the transportation problems confronting the Nation. It furnished the medium through which the Railroads' War Board was enabled to maintain touch with and to regulate express transportation throughout the country. The subcommittee ceased to function as a part of the Special Committee on National Defense after the President assumed control of the railroads. Chairman, D. S. Elliott, vice president, American Express Co.

EXTENSION WORK IN THE NORTH AND WEST, OFFICE OF; STATES RELATIONS SERVICE, DEPARTMENT OF AGRICULTURE.

Under the impetus of war the extension work of the States Relations Service was expanded and enlarged to meet the need of the agricultural counties of the country for an organization whereby the Government and the people would have the best means of bringing about the agricultural production and food conservation required by war conditions. One of the most serious problems confronting the extension agents in the Northern States during the

war was the corn situation in the spring of 1918, caused by an early frost. The county agents were instructed to locate seed corn of high germination, adaptable to the locality where it was to be planted, and to see to its proper distribution among the farmers. They also functioned in aiding farmers in the North and West to secure the proper supply of seed wheat to meet the Government's needs, and instructed those who had never grown wheat, in cultivation and harvesting. Through training classes, talks, demonstrations, and visits to homes they reached over 3,000,000 women and interested them in various phases of food production, utilization and preservation, the conservation of clothing and fuel, and various phases of health and child care. They also organized about 1,250,000 boys and girls in various kinds of agricultural work under their supervision with excellent results in food produced and preserved. C. B. Smith, chief.

EXTENSION WORK IN THE SOUTH, OFFICE OF; STATES RELATIONS SERVICE, DEPARTMENT OF AGRICULTURE.

The extension organization in the South was expanded during the war to serve as a medium through which the Government and the farmers could learn each others' needs, and most effectively meet the war problems in food production, preservation, and conservation. One important problem confronting the workers in the South was that of sustaining the production of food and feed in the years of 1917 and 1918, in the face of high-priced cotton. As a result of their campaign, the acreage of cotton was actually reduced, and the acreage of all other crops increased. They also conducted campaigns for an increased production of live stock, and the conservation of meat, wheat, fats, and sugar. While their work among the men on the farms was primarily to encourage more abundant production, the campaigns carried on among the women laid stress on the conservation of those articles which had formerly been wasted. Six hundred and forty-nine community demonstration kitchens were organized under their supervision, 847 community canneries, and 131 community drying centers. The boys' club work was handled by the county agents, and the girls' work was included in the work of the home demonstration agents for women and girls. Bradford Knapp, chief.

EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918, to represent the War Department in all that pertained to the supply of the Army in its relations with all other agencies, governmental and otherwise. Subordinate to the External Relations Branch were the Allied Relations, Requirements, Priorities, Clearance, Price Fixing, and Commodity Sections. It functioned successively under the following: Lieut. Col. C. C. Bolton, Mr. Streeter, Lieut. Col. H. R. Hayes, Lieut. Col. L. R. Ball, and Lieut. Col. I. T. Wyche.

FACE BRICK WAR SERVICE COMMITTEE.

Formed by the American Face Brick Association to represent the industry with the Building Materials Section of the War Industries Board. Joseph W. Moulding, chairman.

FACILITIES DIVISION, WAR INDUSTRIES BOARD.

Formed about August 26, 1918, primarily to handle all matters pertaining to war facilities. Its function, generally, was the coordination of activities of all Government agencies in construction work except shipbuilding; specifically, it advised all Government agencies undertaking building construction with respect to: (1) Location, with special reference to transportation, power, labor, fuel, etc.; (2) specification of local materials as far as possible; (3) adoption of contract forms to insure uniformity. It compiled and revised lists of responsible contractors and architects, and saw that all vital questions were considered before new construction was started. Nonwar facilities were handled in the Priorities Division. Cooperating with this division were the nonwar facilities member and representatives of Army, Navy, Emergency Fleet, Railroad Administration, United States Department of Labor, United States Housing Corporation, and Building Materials Section, War Industries Board. This division, after the signing of the armistice, acted as clearing house for all information relating to contract adjustment, maintaining contact with the Department of Labor. The division was discontinued November 23, 1918. Samuel P. Bush, director.

See *Priorities Division and Resources and Conversion Section, War Industries Board.*

FAMILY SEWING MACHINES WAR SERVICE COMMITTEE.

Organized September 23, 1918, with W. W. Chase as chairman, to represent the industry with the War Industries Board.

FARM EQUIPMENT CONTROL, OFFICE OF; DEPARTMENT OF AGRICULTURE.

All manufacturers and distributors of farm equipment were placed under Federal license by proclamation of the President May 14, 1918, under authority of the fuel control act of August 10, 1917. The Secretary of Agriculture was charged with the administration of the regulations under this proclamation, and the Office of Farm Equipment Control was established to take care of the work. The general functions of the office were as follows: To insure to farmers an adequate and continuous supply of farm machinery and equipment at reasonable costs; to assist manufacturers in securing the requisite quantity of raw materials; to facilitate the shipment of this material to the manufacturers and of the finished product to distributors and the farmers; to correct any abuses that the food control act gave power to deal with. The licensing work was carried on in cooperation with the License Division of the United States Food Administration. In its work of insuring to farmers farm equipment at reasonable cost, the bureau cooperated with the Federal Trade Commission. The office also maintained cooperation with the War Industries Board and the Farm Implements Committee in assisting manufacturers to secure the requisite quantity of raw materials. Junius F. Cook, assistant to the Secretary of Agriculture, was in charge of the office.

FARM AND HAND PUMPS WAR SERVICE COMMITTEE.

Organized September 23, 1918, to represent the manufacturers of these products with the exception of sprayers. The committee coop-

erated with the Hardware and Hand Tool Section of the War Industries Board. H. H. Macomber, chairman.

FARM IMPLEMENTS COMMITTEE.

Created in the spring of 1917 as War Emergency Committee of the National Implement and Vehicle Association. The name was changed later at the request of the Priorities Division, War Industries Board. The committee was the point of contact of the industry with the War Industries Board, in regard to application for priority and supply of materials; with the Department of Agriculture in encouraging increased crop production and in supplying the necessary farm machinery. C. S. Brantingham, chairman.

FARM LABOR, ASSISTANT SECRETARY OF AGRICULTURE IN CHARGE OF.

The farm labor needs of the various sections of the country and the supply and distribution of regular farm labor as well as new sources were investigated beginning April, 1917, under the immediate direction of Dr. E. V. Wilcox, of the Office of Farm Management in the Department of Agriculture. On February 11, 1918, the Secretary of Agriculture directed Assistant Secretary Ousley to assume general supervision of this work, and under date of April 15 Prof. G. I. Christie was appointed assistant to the Secretary to direct the activities of the department in connection with farm labor problems, under the immediate supervision of Assistant Secretary Ousley. On October 15, 1918, Prof. Christie was appointed Assistant Secretary of Agriculture, and assumed general supervision of the work, with Dr. Wilcox in immediate charge. A farm help specialist was placed in each State, with headquarters at the State agricultural college to cooperate with the college and experiment station, State council of defense, commissioners of agriculture and labor, county agents, the offices of the United States Employment Service, and community farm bureaus and committees. These specialists were in close touch with the needs of the individual farmers in their respective States, and were effective in securing and placing permanent skilled farm labor as well as emergency labor. On April 24, 1917, the Department of Labor and the Department of Agriculture entered into a cooperative agreement for the mobilization of labor, whereby the Department of Labor was to endeavor to supply unfilled demands for farm laborers according to the needs as determined by the Department of Agriculture. After the armistice the organization built up during the war was used for directing discharged soldiers and sailors back to the farms.

FARM MANAGEMENT, OFFICE OF; DEPARTMENT OF AGRICULTURE.

The Office of Farm Management, already in existence at the outbreak of war, turned practically all of its attention to the solution of war emergency problems. Its principal functions during the war were: (1) Investigation to contribute information of value to agencies engaged in stimulating food production; (2) Special effort for directing more effective utilization of farm machinery; (3) Cooperation with the Labor Department and State agencies in supplying farm labor; (4) The preparation of material for the Peace Confer-

ence on the agriculture of territories involved in the peace negotiations. W. J. Spillman, chief of the office, was succeeded by H. C. Taylor.

FARM POWER AND LIGHT EQUIPMENT WAR SERVICE COMMITTEE.

Organized September 9, 1918, by the manufacturers of electric power and light equipment. The committee cooperated with the Electrical Power and Equipment Section of the War Industries Board. A. H. Grant, chairman.

FARMS BRANCH, SALVAGE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established October 28, 1918, to take charge of agricultural activities on lands owned, purchased, or leased by the Army. Capt. H. G. Parsons, chief.

FATS AND OILS SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

The Fats and Oils Division was inaugurated at the beginning of the Food Administration. It acted in an advisory capacity to all Government departments, and to the War Trade Board, United States Shipping Board, and the War Industries Board in regard to exports and imports, and assisted allied governments in their requirements in May, 1918, securing 7,000 long tons of dynamite glycerine, the United States thus becoming for the first time an exporting nation of glycerine. The division became a section under the Collateral Commodities Division after the signing of the armistice. The section controlled all animal and vegetable fats and oils, copra, soap, and candle industries, and glycerine, and has worked with other divisions on the control of oleomargarine and lard substitute industries. B. E. Reuter, chief.

FEDERAL AGENCY SECTION, FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Organized October 1, 1918. It had charge of all work relating to Government departments and Federal agencies requiring the aid of the Field Division and the nation-wide defense organizations that reached out into every community in the country. John S. Cravens, head of section.

FEDERAL FARM LOAN BOARD.

Created by act of Congress of July 17, 1916, and organized August 7, 1916, to supervise the elaborate system of agricultural credit established by the act. The board operates through the Federal Farm Loan Bureau of the Treasury, over which it has general supervision. It consists of the Secretary of the Treasury, ex officio chairman, and four others appointed by the President for terms of eight years. The membership of the board during the war period was as follows: Secretary W. G. McAdoo, chairman ex officio; G. W. Norris, Farm Loan Commissioner; C. E. Lobdell; Herbert Quick; and W. S. A. Smith.

FEDERAL LAND BANKS.

Created by act of Congress of July 17, 1916, as the central agencies in the Federal farm-loan system established by the act. The land banks and the National Farm Loan Associations constitute the essential machinery of the system. In each of the 12 farm-loan districts into which the country is divided there is a land bank. Within the district groups of farmers form local loan associations. The banks issue farm loan bonds with farm mortgages as collateral security, sell them to the public, and lend the proceeds to members of the associations. The banks were organized in March, 1917, and from their first operation became war agencies to the extent to which they increased the volume and decreased the cost of agricultural production. By act of January 18, 1918, the Treasury Department was authorized to purchase the bonds of the land banks. On November 30, 1918, the banks had lent $149,000,000 to 64,000 members of the 3,400 loan associations, while more than $7,000,000 additional had been lent by the joint-stock land banks, which are organizations of private capital under Government supervision, authorized by the act of 1916.

FEDERAL RESERVE BANKS.

Created by the Federal reserve act of December 23, 1913. The Federal reserve banks, one for each of the 12 reserve districts into which the country is divided, constitute with the member banks and the Federal Reserve Board the new national banking system known as the Federal reserve system. The capital of the banks is provided by the member banks, which comprise all the national banks and a certain number of State banks and trust companies. The essential functions of the banks are to hold the reserves of member banks, to receive member bank deposits, to lend credit or cash to member banks by discounting their commercial paper, to issue Federal reserve notes, and to carry on a limited amount of open-market security dealings. Dealing largely with the member banks and using funds provided by them, the Federal reserve banks are in reality combinations of the reserve strength and lending power of the associated member banks. As war agencies the Federal reserve banks furnished the machinery for the whole plan of Government finance, serving as fiscal agents of the Government, as depositories of Government funds, and as instrumentalities for the sale of Liberty bonds and war savings stamps, the control of credit and security issues, the provision of funds for war industry, the creation of additional credit and currency, and the safeguarding of the Nation's reserves. An elaborate organization for those operations was created by each of the twelve banks. To strengthen the system and increase its capacity to exercise its new functions the Federal reserve act was amended by the acts of June 21, 1917, and September 26, 1918. The chief features of the amendments were provisions requiring the deposit in the reserve banks of all member bank reserves, provisions to encourage State banks to join the system, provisions enlarging the note-issue powers of the banks, and provisions improving the methods of clearing checks. A determined effort was made to secure additional membership from the State banks and trust companies, resulting in a large increase of the system's resources. The banks,

with their governors as of the date of the armistice, are as follows: Boston, C. A. Morss; New York, Benjamin Strong, jr.; Philadelphia, E. P. Passmore; Richmond, G. J. Seay; Atlanta, J. A. McChord; Chicago, J. B. McDougal; Cleveland, E. R. Fancher; Minneapolis, Theodore Wold; St. Louis, Rolla Wells; Kansas City, J. Z. Miller, jr.; Dallas, R. L. Van Zandt; San Francisco, J. K. Lynch.

FEDERAL RESERVE BOARD.

Created by act of Congress, December 23, 1913. The board consists of seven members, five appointed by the President for terms of 10 years, and two ex-officio members, the Secretary of the Treasury and the Comptroller of the Currency. It is the supreme governing body of the Federal reserve system, with statutory powers of control over the system's organization, administration, and operation. Its primary function is to exercise general supervision over the Federal reserve banks and to direct the policy of the system as a whole, with special reference to the reserve, discount, and note-issue functions. As a war agency the board had the task of so administering the system that it could meet the heavy demands and extraordinary conditions of war finance. It has in general acted as guardian of the Nation's reserves, credit, and currency. As special war functions it took over control of security issues, foreign exchange, gold and silver, and the export of bullion, coin, and paper money, and security issues (temporarily). It has guided the policies of the Federal reserve banks as fiscal agents of the Government, distributors of Liberty bonds, and creators of credit and currency. At the outbreak of the war the membership of the board was as follows: Secretary W. G. McAdoo, chairman; Comptroller J. S. Williams; W. P. G. Harding, governor; P. M. Warburg, vice governor; F. A. Delano; C. S. Hamlin, and A. C. Miller. The retirement of Mr. Delano and Mr. Warburg left two vacancies, one of which has been filled by the appointment of Albert Strauss.

FEDERAL TRADE COMMISSION.

The commission, with five members, was created by act of Congress approved September 26, 1914. It was given power to prevent unfair methods of competition on the part of persons, partnerships, or corporations engaged in interstate commerce. Additional powers were conferred by the Clayton Act of October 15, 1914, the Webb Act of April 10, 1918, and by Executive order of October 12, 1917, under the trading with the enemy act, approved October 6, 1917. The principal war activities of the commission consisted in part in the direct participation of the commissioners as individuals in various committees which were composed of representatives of various branches of the Government service, and partly in the work done by the following divisions of the commission: Economics, Legal, Enemy Patent, and Export Trade. There were vacancies in the personnel of the commission throughout the war. At the outbreak of the war William J. Harris was chairman. He resigned May 31, 1918, and was succeeded as chairman by William B. Colver.

FEEDING STUFFS, COMMITTEE ON.

Appointed in December, 1917, when the manufacturers recommended to the United States Food Administration that the feed industry be placed under license. A general committee was appointed to bring about cooperation of the industry with the United States Food Administration and an executive committee was named to enforce the rules and regulations made. George A. Chapman, chairman.

FELT SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Created May 28, 1918, it performed its functions through its Textile Felt, Papermakers' Felt, and Hatters' Felt Departments. This section controlled the production of felt mills, allocated wools and raw materials to the mills, and assisted governmental departments in all matters of supply. Felt mills were released November 19, 1918, from necessity to apply to this section for permits to produce and sell their merchandise, and conservation plans governing manufacture of fur and wool-felt hats were removed December 2, 1918. The section was disbanded December 21, 1918. S. I. Stroock, chief.

FELT FLOOR BASE COVERING WAR SERVICE COMMITTEE.

Organized at the request of the Jute, Hemp, and Cordage Section of the War Industries Board, September 17, 1918. The committee appeared before the Priorities Board when the industry was cut to 40 per cent production. Frank B. Foster, chairman.

FELT HATS WAR SERVICE COMMITTEE.

Organized in August, 1918, at which time the National Association of Fur and Wool Felt Hat Manufacturers was formed. The committee cooperated with the Felt Section and the Conservation Division of the War Industries Board. J. H. Cummings, chairman.

FELT SHOES WAR SERVICE COMMITTEE.

Organized July 24, 1918, to represent the manufacturers with the Felt Section of the War Industries Board. F. E. Young, chairman.

FENCING WAR SERVICE COMMITTEE.

Organized October 7, 1918, to represent the manufacturers of field and poultry fencing. The committee cooperated with the Steel Division and the Conservation Division of the War Industries Board. W. H. Burnham, chairman.

FERRO-ALLOYS SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in March, 1918, to handle tungsten, molybdenum, vanadium, ferrosilicon, zirconium, cobalt, titanium, monezite sand, chromite, manganese, and their alloy derivatives. Sufficiency of all commodities was maintained, although at considerably enhanced prices, but price fixing was not resorted to. Manganese involved larger

tonnage than any of the other commodities, and as the steel industry of the United States depended upon its production it became necessary to produce ore to counterbalance imports. The production rose from 2,600 tons in 1914 to 310,000 tons of high-grade and 650,000 tons of low-grade ore in 1918. This was accomplished by reducing the grade of ferromanganese to make American ores available, and by issuing a price schedule on May 28, 1918, which gave to American producers a price higher than any average price ever before received. While prices were not fixed by the section, they were agreed upon. The section was discontinued December 31, 1918. Hugh W. Sanford, chief.

FERTILIZER CONTROL, OFFICE OF; DEPARTMENT OF AGRICULTURE.

The fertilizer industry of the country was placed under license control by presidential proclamation February 25, 1918. The Office of Fertilizer Control was created March 15, 1918, to take care of these matters, reporting directly to the Secretary of Agriculture. This office placed the firms manufacturing fertilizer under license, investigated the fertilizer requirements of the country, the available supplies of fertilizer ingredients, the potential sources of fertilizer, and the methods employed both in the production of raw materials and mixed fertilizers. The production of ammonium sulphate was increased 50 per cent and a substantial beginning made in the production of potash, so that the United States would be independent of Germany in the production of this important commodity. One of the results of control was the "30-ton agreement," which made it possible for farmers and others buying in small lots to get fertilizer at the same price as the big dealer. The available supply of fertilizers was allocated to the different crops and to the various sections of the country. The office cooperated with the Bureau of Crop Estimates in regard to the use of fertilizers, with the War Trade Board in regard to exports and imports of fertilizer, with the Railroad Administration in regard to the movement of raw material and the finished product, and with the Priorities Board and the United States Fuel Administration in regard to the provision of sufficient fuel for the potash plants. Wallace A. Meon, in charge from March 15 to December 15, 1918, succeeded by F. W. Brown.

FERTILIZERS COMMITTEE, CHEMICAL ALLIANCE (INC.).

Organized as a sub-committee of the Chemical Committee of the Council of National Defense, and when the Chemical Alliance was incorporated in July, 1917, it continued under the same name under the alliance. It published a weekly bulletin and made surveys of fertilizer stocks and requirements. Cooperation was maintained with the United States Shipping Board and the United States Railroad Administration to obviate transportation difficulties. C. G. Wilson, chairman.

FERTILIZERS SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Organized in May, 1917. The committee made monthly surveys of the fertilizer industry and acted as an allocation body for brimstone for the various fertilizer manufacturers. It became the Fer-

tilizers Committee of the Chemical Alliance (Inc.) in January, 1918. Horace Bowker, chairman.

FIBER BOARD AND CONTAINER SECTION, PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, to standardize the industry, to substitute fiber board for tin where possible, and to promote conservation in all lines, such as elimination of coloring matter in red rosin building paper, elimination of many weights and of half rolls of carpet and packing paper and blue plaster board. The section was discontinued December 31, 1918. Harold W. Nichols, chief.

FIBER BOARD WAR SERVICE COMMITTEE.

Organized October 2, 1918, at the request of the Jute, Hemp, and Cordage Section of the War Industries Board to represent the eastern manufacturers of fiber board. W. J. Alford, chairman.

FIBER CAN INDUSTRY, WAR SERVICE COMMITTEE OF THE.

Formed September 3, 1918, at a meeting called by the War Industries Board. Information as to this industry was assembled and tabulated, but was not used because of the armistice. J. H. Kummer, chairman.

FIBER WALLBOARD MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the industry. J. B. Haggerty, chairman.

FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Formed September 17, 1918, by incorporating with the State Councils Section the greater part of the Woman's Committee of the council. Its creation was made possible by the consolidation and coordination of effort, not only of the 48 State councils of defense with their county and community units, but also of the parallel organization of the Woman's Committee of the council. On the date of the armistice the organization of the Nation had been so worked that the Field Division headed State and territorial divisions in all political subdivisions of the Nation—4,000 organized counties, 18,000 organized Woman's Committees, 164,432 town and community organizations. The Field Division's duty was to carry through to the people the work desired of them by the Government and to represent the great voluntary force of the Nation in Washington. It worked through the Federal Agency, Organization and Information, Americanization, and Child Conservation Sections, and a field staff. Franklin K. Lane, Secretary of the Interior, was chairman, and the control of the division was vested in a governing committee of six men and six women.

FIELD SERVICES, DEPARTMENT OF AGRICULTURE.

The Department of Agriculture maintained a field service in connection with many of its bureaus. These services were in many cases largely extended by the food survey act of August 10, 1917. Field

Services were maintained by the Farm Management and Public Roads and Rural Engineering Offices; the Weather, Animal Industry, Plant Industry, Chemistry, Soils, Entomology, Biological Survey, Crop Estimates, and Markets Bureaus; Insecticide and Fungicide, and Federal Horticultural Boards; and Forest and States Relations Services.

FIELD INSPECTION DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division. During the war it sought to encourage the production of animal products and to reduce losses from disease, parasites, and similar causes. Its work extended not only to food supplies but included also Army horses and mules, the wool supply, and other factors bearing on the proper maintenance of the Nation's armed forces. Forty-seven employees in the division were assigned to full-time service in the War Department in connection with the prevention and control of contagious diseases among public animals. An intensive campaign to improve the sanitary condition of all premises where Army horses and mules were handled was carried on. Special efforts were made to prevent and control contagious diseases, particularly anthrax, among meat-producing animals. A. W. Miller, chief.

FIELD OPERATIONS DIVISION, DIRECTOR OF FINANCE.

Established in March, 1919. The Field Operations Division was made responsible for personnel and methods of administration of finance offices in the field. It also made investigations concerning their activities and made recommendations concerning the revision of blank forms used in connection with disbursements under the control of the Director of Finance. The division maintained files covering reports of pay of enlisted men in camps, stations, and general hospitals, and of the personnel in the various finance offices throughout the country. It functioned through the Executive, Special Service, Investigations, Methods Control, and Demobilization Branches. R. L. Carmichael, chief.

FIELD ORGANIZATION SECTION, SUPPLY DIVISION UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Formed under the Supply Division to control and supervise the work of the district supply officers who were stationed at important industrial centers for the purpose of following production in the various shops and expediting the delivery of material. The main branches of this section were located at Boston, New York, Philadelphia, Chicago, St. Louis, San Francisco, Seattle, Washington, D. C., Youngstown, Ohio, and Atlanta, Ga. L. Howland, head of section.

FIELD SUPERVISION SECTION, ENFORCEMENT DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 17, 1918, to take charge of the field force which supervised the enforcement of all rules and license regulations. This section maintained close cooperation with the State Enforcement Organizations. H. A. Sturges, chief.

FILMS, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created September, 1917, this division was organized "to make and distribute moving pictures to inform the American people about the purposes and progress of the Government's war activities." Actual manufacture was subsequently turned over to the Photographic Division, Signal Corps. The scenario department was in charge of Dr. George P. Baker. The films were distributed abroad by the Foreign Picture Service. In July it absorbed the Division of Pictures and became known as the Division of Films and Pictures. Discontinued March 1, 1919. Louis E. Mack, succeeded in April, 1919, by Charles S. Hart, served as director.

FINANCE DEPARTMENT, EQUIPMENT DIVISION, SIGNAL CORPS.

See *Finance Division, Bureau of Aircraft Production.*

FINANCE, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

See *Finance and Purchases, Division of; United States Railroad Administration.*

FINANCE BRANCH, FINANCE AND ACCOUNTING DIVISION, QUARTERMASTER GENERAL.

The branch was in existence at the beginning of the war. It was abolished January 26, 1918, and its duties transferred to the Financial Section, Finance and Accounts Branch, Administrative Division.

FINANCE, DIRECTOR OF; WAR DEPARTMENT.

Created October 11, 1918. The Director of Finance had authority over and responsibility for the activities, personnel, and equipment of the several finance and account divisions of the General Staff and of the supply corps of the Army, and was responsible for the finances of the several corps, departments, and other separate activities of the Army, including accounting for funds and property. He had authority over the preparation of estimates, disbursements, money accounts, property accounts, finance reports, and pay and mileage of the Army. The office functioned through the following divisions: Administrative, Field Operations, Estimates and Apportionments, Funding, Property Accounts, Money Accounts and Settlements. Brig. Gen. H. M. Lord, director of finance.

FINANCE DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

Established June 24, 1918, succeeding the Finance Department of the Equipment Division of the Signal Corps, which had been created September 8, 1917. This division had charge of the allocation of patents, disbursements, appropriations within the Bureau of Aircraft Production, and sales of salvaged materials. The Accounts Section determined the facts in regard to cost-plus contracts; the Approvals Section approved action in regard to the scrapping of machinery, change of methods, prices for raw materials, and changes of wages; the Appraisals Section was concerned with value and depreciation of plants. The division functioned through the following sections: Appropriation, Patents, Disbursements, Sales,

Accounts, Approval and Appraisals. Lieut. Col. M. W. Thompson was in charge until February 1, 1918, when he was relieved by Lieut. Col. S. E. Wolff. Lieut. Col. H. S. Brown was placed in charge May 18, 1918.

FINANCE, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization. During the war it served as the medium through which a large amount of revenue derived from the sale of war savings and thrift stamps as well as internal revenue stamps was turned into the Federal Treasury. The funds derived therefrom were collected through regular postal channels and deposited in the banks and subtreasuries authorized by the Treasury Department to receive them. A large amount of money was also derived from the collection of increased postage as a war revenue measure. From November, 1917, to April, 1919, inclusive, over $104,000,000 had been turned into the Treasury from this source. Superintendent of division, W. E. Buffington, reporting to Alexander M. Dockery, Third Assistant Postmaster General.

FINANCE, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

See *Finance and Purchases, Division of; United States Railroad Administration.*

FINANCE DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established May 10, 1918, with jurisdiction over financial administration, including the preparation of the budget of financial requirements, supervision and control of fund allotment, insurance, and credits. Its Insurance Section was first organized as a department under the Auditing Division in December, 1917, for the purpose of administering all insurance affairs of the corporation, including the operation of a scheme of self-insurance in connection with ships under construction. Its Credit Section established in September, 1917, was charged with the duty of establishing the financial responsibility of all contractors doing business with the corporation. On April 15, 1919, the division was combined with the Auditing Division. D. H. Bender, comptroller.

FINANCE SECTION, GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created January 14, 1918, to have charge of all matters relating to appropriations and allotments, cost accounting work in connection with cost-plus contracts, including stores accounting, pay rolls for the Ordnance Department and auditing of contracts and accounts. On April 19, 1918, the Finance Section was abolished and the Disbursing Section and Accounting Section were created. On May 8, 1918, the Disbursing Section was again called Finance Section. The section functioned through the following branches: Administration, Contract Information, Operating, Order of Work, Bookkeeping, Statistical, Examining, Pay Roll Disbursing, District Office, Field Disbursing, Rates and Traffic, Adjustment Pay Roll and Statistics. Finance organizations were established in the district offices corre-

sponding with the organization of the ordnance office in Washington. Lieut. Col. L. W. Blythe, chief.

FINANCE AND ACCOUNTING DIVISION, QUARTERMASTER GENERAL.

This division was in existence at the beginning of the war. It handled all matters pertaining to the central accounting administrative auditing of all divisions of the Quartermaster Corps. Its functions were performed through the following branches: Finance, Apportionment Accounts, Property Accounts, Subsistence Returns, Cost Keeping, Money Accounts, Office Service, Claims, Financial Control, Contract Files. The Finance and Accounting Division was not in existence from January 12 to April 16, 1918. During this period its duties were handled by the Administrative Division, Quartermaster General. It was reestablished as the Finance and Accounts Division, on April 16, 1918, and on October 21, 1918, the division was transferred to the Office of the Director of Finance, Purchase, Storage and Traffic Division. The head of the division was Col. H. M. Lord, who was succeeded by Lieut. Col. James Canby.

FINANCE AND ACCOUNTS BRANCH, GENERAL ADMINISTRATIVE BUREAU, QUARTERMASTER GENERAL.

Created January 12, 1918, as a branch of the Division of Administration and was transferred to General Administration Bureau January 26, 1918. It functioned through sections on Estimates and Apportionment, Officers' Money Account, Property Accounts, Deposit and Allotments, Subsistence Returns, Cost Keeping, Financial. Abolished April 16, 1918, as a branch and established as a separate division.

FINANCE AND PROPERTY SECTION, SMALL ARMS DIVISION, ORDNANCE DEPARTMENT.

Created in June, 1917, to maintain records pertaining to appropriations, estimates, allotments, and production costs, and to account for Government property at manufacturing plants. Capt. E. A. Sheperd, chief.

FINANCE AND PURCHASES, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

Organization announced February 9, 1918. This division, under the directorship of John Skelton Williams, performed the function of coordinating and supervising purchases by the railroads of materials and supplies, and undertook to assist the roads by formulating plans for meeting their financial requirements, including the taking up and renewing of obligations and the issuance of new securities as well as the financing of betterments and additions. An enumeration of the organizations subordinate to and cooperating with the division will indicate its functions. These were: Advisory Committee to the Director of Finance; Central Advisory Purchasing Committee, subordinate to which were the Stores, Procurement, and Forest Products Sections, and a fuel distributor; the Fire Loss and Protection Section, together with an Advisory Committee on Insurance and Fire Protection; and the Marine Insurance Section. The

division worked in cooperation with the purchasing committee of the various regions into which the railroads of the country were grouped. On March 15, 1919, a reorganization was effected and a Division of Finance and a Division of Purchases were created, the former under Swagar Shirley as director and the latter under H. B. Spence.

FINANCE AND SUPPLY DIVISION, SURGEON GENERAL'S OFFICE.

Established September 20, 1917. The division had charge of matters pertaining to the purchase of supplies and equipment and their distribution through the medical supply depots at the various camps and stations, as well as of financial matters pertaining to the Office of the Surgeon General. Col. H. C. Fisher was chief of the supply division previously existing until August, 1917, when he was succeeded by Col. C. R. Darnall.

FINANCE DIVISION, ORDNANCE DEPARTMENT.

Organized as a separate division from the Finance and Property Division May 31, 1917. It had charge of all questions of funds, maintained records of all appropriations and allotments made to arsenals and disbursing officers, examined accounts and records of disbursing officers, handled legal questions in regard to contracts, had responsibility for checking expenditures made by contractors under cost-plus contracts, audited freight vouchers, and prepared pay rolls. The division functioned through the following sections: General Control, Bookkeeping and Allotment, Auditing, Legal Cost Accounting, Disbursing, Freight, Personnel, Pay Roll, and Mail and Record. Lieut. Col. T. L. Ames, chief.

FINANCIAL COMMISSION, PEACE CONFERENCE.

Formerly the Financial Drafting Committee of the Council of Ten. It had two members from each of the five great powers and six others. It formed five subcommittees: Treatment of Enemy Obligations, Effect of Territorial Readjustment on Public Debt, Inter-Allied Agreements as to Consolidation of War Debts in which the United States and Great Britain as of date April 5, 1919, declined to participate, Financial Section of the League of Nations, and On Payment of Austro-Hungarian Obligations. Albert Strauss and Thomas W. Lamont, American members. Right Hon. E. S. Montague, Great Britain, president.

FINANCIAL CONTROL BRANCH, FINANCE AND ACCOUNTS DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, as a branch of the Administrative Division and transferred to the Finance and Accounts Division May 23, 1918. The latter division was transferred to the Office of the Director of Finance on October 21, 1918. The branch prepared estimates for Congress and explained their significance before congressional committees. It exercised control over the expenditure of congressional appropriations for war purposes, especially in restraint of overdrawing the funds for a definite purpose. Lieut. Col. J. Q. A. Brett was head of the branch.

FINANCIAL REQUISITION OFFICER FOR FRANCE, TREASURY DEPARTMENT.

The position of Financial Requisition Officer was created after the passage of the act of September 24, 1917, in pursuance of a plan for pooling funds to the credit of disbursing officers in Expeditionary Forces. The requisition officer was given credits with the Treasurer of the United States and working balances were maintained in Paris. Against these balances disbursing officers drew checks. The Financial Requisition Officer for France was Capt. R. Ines.

FINANCIAL REQUISITION OFFICER FOR GREAT BRITAIN, TREASURY DEPARTMENT.

An officer with the same function in connection with the Expeditionary Forces in England as that of the requisition officer for France. The Financial Requisition Officer for Great Britain was Capt. William Whitfield.

FINE CHEMICALS SECTION, CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Formed about April, 1917, to handle matters connected with miscellaneous and analytical, photographic, and pharmaceutical chemicals. It gathered data relating to importation and domestic production of materials, ascertained the needs of governmental branches, allied governments, and civilian population, and acted as clearing house between producer and consumer. The section became the Miscellaneous Chemicals Section, April 23, 1918. A. G. Rosengarten, chief.

FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Reorganized April 1, 1918, to aid the Government in supplying its war demands in finished products of all kinds and to assist in stabilizing industry. Its work was carried on at first through its Resources and Conversion and Industrial Inventory Sections, and later more particularly through the Commodity Sections. The final composition of the division was: Hide, Leather, and Leather Goods Division, with 8 sections; Textile Division, with 10 sections; Facilities Division, and the Finished Products Divisions, with 15 sections, as follows: Automotive Products, Brass, Chain, Crane, Electrical and Power Equipment, Electric Wire and Cable, Fire Prevention, Forgings, Guns, Small Arms and Small Arm Ammunition, Hardware and Hand Tool, Machine Tool, Miscellaneous Commodities, Optical Glass and Instruments, Special Work, Resources and Conversion, and Tobacco. The division was discontinued December 17, 1918. George N. Peek, commissioner.

FINISHED STEEL SECTION, WAR INDUSTRIES BOARD.

See *Steel Products Section.*

FIR PRODUCTION BOARD.

Established on February 1, 1918, by an interdepartmental conference of the War and Navy Departments, the Aircraft Production Board, and the United States Shipping Board Emergency Fleet

Corporation, for the purpose of allocating and handling their orders for Douglas fir lumber. It superseded the West Coast Lumber Emergency Bureau, which was created June 4, 1917, by the West Coast Lumberman's Association under the name of Douglas Fir Emergency Bureau for the purpose of placing the lumber resources of the Pacific Northwest at the service of the Government during the war. The functions performed by the board included (1) the allocating of orders to mills in Washington and Oregon with particular reference to their ability to furnish promptly the special grade of lumber required; (2) the supervision of inspection of this lumber; (3) the supervision and inspection of all documents pertaining to the lumber; and (4) the expediting of shipments, routing and assembling of cars in solid Government trains to avoid delay, and the furnishing of information to all Government departments concerning their orders, matters of embargo, and priority. By December 1, 1918, the board had handled over 642,000,000 feet of Douglas fir lumber for the different Government departments at a cost to the Government of 14 cents per thousand feet board measure. H. B. Van Duzer was chairman of the board with offices in Portland, Oregon, Seattle, Washington, and Washington, D. C.

FIRE AND ACCIDENT BRANCH, SERVICE SUBDIVISION, DOMESTIC OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created for the purpose of installing and supervising improved methods of fire and accident prevention in all depots, camps, and stations, and also in commercial plants engaged in Army contracts. Prior to September 10, 1918, this branch reported to Investigations Branch, Methods Control Division; to the Operating Division, September 10 to November 14, 1918. A. S. Witherbee, chief.

FIRE APPARATUS AND PROTECTIVE DEVICE, WAR SERVICE COMMITTEE.

Organized September 12, 1918, to represent the manufacturers of motor and hand-drawn fire apparatus, acid and soda chemical extinguishers, tetra-chloride extinguishers, foam-type extinguishers, and fire department supplies. The committee devised a scheme of standardization and conservation, which was not put into effect because of the signing of the armistice. A. E. Rhodes, chairman.

FIRE INSURANCE WAR SERVICE COMMITTEE.

Organized by the Fire Prevention Section of the War Industries Board to act as an advisory committee. Henry Evans, chairman.

FIRE LOSS AND PROTECTION SECTION, DIVISION OF FINANCE AND PURCHASE, UNITED STATES RAILROAD ADMINISTRATION.

Establishment announced September 3, 1918. The organization was originally called the Insurance and Fire Protection Section, the name being changed October 22, 1918. It dealt with the adjustment of fire losses and endeavored to prevent such losses through inspection and insistence upon the observance of fire rules and regulations. The section had its own force of general inspectors and loss investigators reporting to it while it communicated with the regional directors and their subordinates through the Division of Operation

with reference to the work of fire protection and inspection. Charles N. Rambo was manager of the section. He was assisted in his work by the Advisory Committee on Insurance and Fire Protection, consisting of five members under the chairmanship of Theodore H. Price, actuary to the Railroad Administration.

FIRE PREVENTION SECTION, WAR INDUSTRIES BOARD.

Organized April 5, 1918, to take over the work carried on for many months by the National Board of Fire Underwriters, in cooperation with the Council of National Defense. It inspected the plants manufacuring munitions for the Government and issued recommendations for securing adequate fire protection. It was discontinued December 31, 1918. W. H. Merrill, chief.

FISCAL DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

Organized to control the financial transactions of the United States Housing Corporation and to comply with the requirements of section 6 of the housing act approved May 16, 1918. The work was divided into that of the treasurer, who paid all audited vouchers and prepared all schedules of disbursement, and of the comptroller and auditor, who were responsible for auditing and accounting. Treasurer, George G. Box; succeeded on March 8, 1919, by Carroll H. Brewster.

FISH SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in August, 1917, to handle the fish problem for the United States Food Administration. The section cooperated with various committees and with the grocery trade in an endeavor to use fish food as a substitute for meat. Kenneth Fowler, chief.

FISHERIES, BUREAU OF; DEPARTMENT OF COMMERCE.

The ordinary functions of the bureau include the conservation of the fisheries, the increase of their productiveness, the improvement of methods of utilizing marine and fresh-water products, and the increased use of these products. As this work was directly in line with the economic requirements of the nations during the war, no reorganization of the bureau was required to meet the emergency. All its energies were concentrated on such of its activities as would increase the production and utilization of aquatic products, especially those available for food, the consumption of which would release an equivalent amount of meat and animal fats for the use of the armies in the field and of the civil population of the United States and of the Allies. It is estimated that in 1918 the production of food fish was nearly double the average annual production for the period immediately preceding the war. The fish-cultural work of the bureau was concentrated on the propagation of commercial food fishes, so as to compensate for the increased catch of these species; and in special cases an effort was made to secure a temporary relaxation of conservation laws restricting production. The bureau cooperated with the United States Food Administration in its en-

deavor to increase the available food supply. Hugh M. Smith, commissioner of fisheries, directed the activities of the bureau.

FLAT DUCK WAR SERVICE COMMITTEE.

Organized by the Knit Goods Section of the War Industries Board with L. F. Woodruff as chairman.

FLAVORING EXTRACTS MANUFACTURERS' ASSOCIATION WAR SERVICE COMMITTEE.

Appointed in June, 1917, by the Executive Committee of the Flavoring Extracts Manufacturers' Association. The committee worked with the United States Food Administration and recommendations were made in regard to the use of sugar and glycerine during the war. The number of sizes of bottles was cut 75 per cent, and the styles of bottles were reduced to about the same extent. Samuel J. Sherer, chairman.

FLAX PRODUCTS SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

This section was organized about February 15, 1918, because of the shortage of supply of linen thread. This commodity was first handled by the Advisory Committee on Linen Thread to the Ordnance Department, and then by the Committee on Supplies, Council of National Defense. From February 25, 1918, until the armistice was signed all sales and shipments of linen thread were licensed and controlled by this section. The section was discontinued December 21, 1918. George F. Smith, chief.

FLETCHER BOARD, EMERGENCY FLEET CORPORATION.

See *Competitive Board, Emergency Fleet Corporation.*

FLINT GLASS WAR SERVICE COMMITTEE.

Organized October, 1918, to represent the manufacturers of pressed and blown table glassware and tumblers, illuminating, and packers' glass, chemical glassware, electric bulbs, lantern globes, and lamp chimneys. Arthur J. Bennett, chairman.

FLORISTS' WAR SERVICE COMMITTEE.

Organized to represent the florists of the United States with the United States Fuel Administration in the reduction of fuel requirements to nonessentials. William F. Gude, chairman.

FLOUR DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized February, 1918, to handle the special matters of wheat conservation for the Conservation Division. The division was disbanded in July, 1918. G. A. Zabriskie, chief.

FLOUR MILLING SECTION, CEREAL DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized July 29, 1918, to supervise the wheat milling industry. The work had been done by the Milling Division, which was reor-

ganized and became known as the Cereal Division. Fred J. Lingham, chief.

FLUORSPAR WAR SERVICE COMMITTEE.

Organized September 17, 1918, with A. D. Leet as chairman, to represent the manufacturers of fluorspar.

FOOD ADMINISTRATION, UNITED STATES.

The United States Food Administration was created and established by the President August 10, 1917, under the authority of the food and fuel act, Herbert C. Hoover being named United States Food Administrator. On May 17, 1917, President Wilson directed Mr. Hoover to start a preliminary organization that would have as its principal function food conservation. This organization was created in anticipation of the passage of the food and fuel act which was then under discussion by Congress. This work was carried on by a group of volunteers, and good progress was made in mobilizing the housewives of the country and in educating the American people to the necessities of the food situation. The problems of the United States Food Administration were (1) conservation; (2) control of commodities; (3) coordination of purchases, exports, imports, and transportation. The conservation program (1) brought home to the American people the necessity of reducing consumption of certain commodities in order to insure a larger supply of food for export. This campaign was conducted by means of pledge cards, and 11,000,000 homes were pledged to this program of conservation. A vast amount of literature in the form of pamphlets, pictures, and news releases was distributed by the Public Information Division. Conservation in all public eating houses was voluntary until October 21, 1918, when an order was issued making conservation measures in regard to wheat bread, meat, fats, and sugar compulsory. Garbage utilization was successfully started in a large number of cities. The whole scheme of conservation was coordinated by its Conservation Division. The control of commodities (2) was directed to guide the trade in fundamental food commodities in the elimination of speculation, hoarding, extortion, and wasteful practices, and in the stabilization of prices. The control was established by voluntary agreements or by means of the licensing system. The licensing system was the more successful and was extended until substantially all manufacturers and wholesale distributors of staple food and feed products were under license. On December 31, 1918, 263,737 firms, individuals, and corporations were under license. The aim of control over distribution under the act was "a reasonable profit," which was difficult to attain, but through the system built up was effectually accomplished. Commodities were controlled through sections or committees, with the exception of wheat and cereals, which were handled by the United States Grain Corporation, and sugar, which was controlled by the Sugar Equalization Board. Miscellaneous commodities closely allied to food, were regulated by the Collateral Commodities Division. These were ammonia, sisal and binder twine, jute bags, ice, arsenic, and tinplate. The Division of Coordination of Purchase, Food Purchases Board, and Allied Provisions Export Commission (3) had for their activities the purchasing of foodstuffs

for allies, Army, Navy, and Red Cross. Exports and imports were under the jurisdiction of the War Trade Board, on which the Food Administration had a representative. The Administration was decentralized by the food administrators who, with their local committees, functioned in the States. A State merchant representative, home economics director, and conservation director on the staff of the State food administrators further tied up the State to the National organization. The United States Food Administration's activities were correlated and its policies adopted by the Food Administrator in consultation with the heads of the commodity sections. The principal divisions were: Conservation, Sugar, Distribution, Perishable Commodities, Transportation, Public Information, License, Legal, Enforcement, Statistical, and Coordination of Purchase. The Food Purchase Board, United States Food Adminstration Grain Corporation, the Sugar Equalization Board, and Coffee Advisory Committee had charge of special activities. The license regulations were revoked after the signing of the armistice, and the administration gradually relinquished its activities, but did not actually go out of existence until June 30, 1919.

FOOD ADMINISTRATION, COMMITTEE ON; UNITED STATES CHAMBER OF COMMERCE.

Appointed May 24, 1917, to consider the importance of an administrative organization for food problems. The committee reported June 1, 1917, and recommended immediate legislation for an efficient food administration. John H. Love, chairman.

FOOD ADMINISTRATION DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department of the Woman's Committee in the State divisions carried on the first food-pledge drive in June, 1917, at the request of the Food Administrator. When the State home economics director of the Food Administration was appointed in July, 1917, it was decided, wherever practicable, to have one person hold that position and the chairmanship of the Food Administration Department. The work consisted in giving publicity of all kinds to the Food Administration Regulations, furnishing demonstrations in canning, drying, and cooking with substitutes, giving food exhibits, and promoting drives for the use of food products piling upon the market. Miss Ida M. Tarbell and Mrs. Joseph R. Lamar, cochairmen.

FOOD ADMINISTRATORS, STATE.

Alabama, Richard M. Hobbie.
Arizona, Timothy A. Riordan.
Arkansas, Hamp Williams.
California, Ralph B. Merritt.
Colorado, Thomas B. Stearns.
Connecticut, Robert Scoville.
Delaware, Edmund Mitchell.
District of Columbia, Clarence A. Wilson.
Florida, Braxton Beacham.
Georgia, Andrew M. Soule.
Idaho, R. F. Bicknell.
Illinois, Harry A. Wheeler.
Indiana, Harry E. Barnard.
Iowa, J. F. Deems.
Kansas, H. J. Waters, W. B. Innes.
Kentucky, Fred M. Sackett.
Louisiana, John B. Parker.
Maine, Leon S. Merrill.
Maryland, E. G. Baetjer, W. H. Maltbie.
Massachusetts, H. B. Endicott.
Michigan, Geo. A. Prescott.
Minnesota, A. D. Wilson.
Mississippi, P. M. Harding.
Missouri, F. B. Mumford.

Montana, Alfred Atkinson.
Nebraska, Gurdon M. Wattles.
Nevada, H. M. Hoyt, H. A. Semmon.
New Hampshire, H. N. Spaulding.
New Jersey, J. P. Fielder, W. S. Tyler.
New Mexico, R. C. Ely, H. G. Bush.
New York, Chas. E. Freman.
New York City, Arthur Williams.
North Carolina, Henry A. Page.
North Dakota, Edwin F. Ladd.
Ohio, Fred Croxton.
Oklahoma, S. D. Brooks, C. B. Ames.
Oregon, W. B. Ayer.
Pennsylvania, Howard Heinz.
Rhode Island, Alfred M. Coats.
South Carolina, D. R. Coker, William Elliott.
South Dakota, Charles N. Herreid.
Tennessee, H. A. Morgen.
Texas, E. A. Peden.
Utah, W. W. Armstrong.
Vermont, James Hartners, F. H. Brooks.
Virginia, E. B. White, H. P. Sproul.
Washington, Charles Hebberd.
West Virginia, Earle Oglebay.
Wisconsin, Magnus Swenson.
Wyoming, Theodore C. Diers.
Cuba, Armando Andre.
Porto Rico, Alberte Lee.
Hawaii, J. F. Child.
Alaska, Royal A. Gunnison, L. L. Harding, Philips R. Bradley.

FOOD COUNCIL.

See *Inter-Allied Food Council.*

FOOD INVESTIGATION SECTION, INSPECTION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized February 23, 1918. This section had charge of the investigation of relative values of foods, the study of substitution in case of shortages, the maintenance of a file of unreliable products and unreliable dealers, and investigation of the reliability of food and of their producers. Precautionary steps were taken to prevent adulteration of foods for the Army. Capt. L. P. Trendhardt, chief.

FOOD AND NUTRITION, DIVISION OF, SURGEON GENERAL'S OFFICE.

Creation authorized October 16, 1917. In the language of the order establishing it, the division was created "for the purpose of safeguarding the nutritional interests of the Army (1) by means of competent inspection of food with reference especially to its nutritive value, (2) by seeking to improve mess conditions, and (3) by studying constantly the suitability of the ration as a workingman's diet." Nutrition officers were appointed and assigned to each camp having a strength of over 10,000 men, while others were specially detailed to hospitals, hospital ships, laboratories, etc. The nutrition officers exercised careful supervision over mess conditions throughout the various camps and worked in close cooperation with all the various agencies concerned in any way with the subsistence of the troops, including the schools for bakers and cooks and the conservation and reclamation officers. The handling and disposition of food was carefully inspected and reports were made to camp commanders, camp quartermasters, and camp surgeons, and other officers concerned, with the idea of improving the nutritional welfare of the troops and preventing waste of food. From the date of creation of the division to the close of hostilities, the work was carried on under the supervision of John R. Murlin.

FOOD PRODUCTION AND HOME ECONOMICS DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department and the corresponding department of the State Division of the Woman's Committee cooperated closely with the Agricultural Extension Service of the Department of Agriculture

and with the Food Administration in promoting war gardens and the raising of poultry, rabbits, and bees. The question of relieving agricultural labor shortage by the employment of women was taken up in 20 States, and in a number of States active cooperation with the Woman's Land Army of America was maintained. An effort was also made to relieve farm helpers of some of the household labor by recruiting volunteer helpers, and by promoting various methods of providing meals for harvesting gangs. Classes in canning and drying of foods and in the use of war substitutes were conducted and in several communities local farmers' markets and food exchanges were established. Miss Helen S. Atwater, chairman.

FOOD PURCHASE BOARD.

The Secretary of War, the Secretary of the Navy, and the United States Food Administrator approved in December, 1917, the organization of the Food Purchase Board to consist of the Quartermaster General of the Army or his representative, the Paymaster General of the Navy or his representative, the head of the Division of Coordination of Purchase of the Food Administration, and a representative of the Federal Trade Commission. At the first meeting of the board December 11, 1917, Rear Admiral Samuel McGowan was elected chairman. Meetings were held once a week to coordinate the buying of certain food commodities for the Army, Navy, and allied governments. The Federal Trade Commission was to determine the costs. The plan was to coordinate the purchasing so as to place it on an official basis and to disturb as little as possible market conditions. An executive committee was appointed March 19, 1918, to handle all matters referred to the board. On May 8, 1918, President Wilson authorized the organization of the board, and it continued with the same functions and personnel, which consisted of: Rear Admiral Samuel McGowan, Navy (Dec. 11, 1917); Col. W. R. Grove, Army (Dec. 11, 1917, to Apr. 30, 1918); Lieut. Col. J. W. McIntosh, Army (Apr. 30, 1918, to Nov. 6, 1918); James R. Baker, Army (Nov. 6, 1918); U. S. Thorme, Food Administration (Dec. 11, 1917, to Feb. 5, 1918); F. S. Snyder, Food Administration (Feb. 5, 1918); and Frank J. Scott, Federal Trade Commission (Dec. 11. 1917).

FOOD SPECIALTIES WAR SERVICE COMMITTEE.

Appointed in September, 1917, to cooperate with the United States Food Administration. The committee issued bulletins to the trade in regard to regulations and conservation for the manufacturers of special package goods which they represented. Subcommittees representing each type of grocery products were appointed. William L. Sweet, chairman.

FORAGE BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized January 26, 1918. This branch was under the Fuel and Forage Division until October 28, 1918, when it was transferred to subsistence. It had charge of the procurement of all forage for animals overseas and in the United States and insular possessions. George S. Bridge, chief.

FORECAST DIVISION, UNITED STATES WEATHER BUREAU, DEPARTMENT OF AGRICULTURE.

One of the permanent organizations of the Weather Bureau, continuing its normal activities during the war. It rendered practical service by cooperating with the commanding officers of cantonments, camps, naval stations, etc., in furnishing daily weather forecasts and warnings of unusual and injurious weather conditions and advance information of upper-air weather conditions likely to be encountered in long-distance airplane and dirigible balloon flights. Its forecasts were also of service in connection with the movement of automobile trucks from factories to seaports. Henry E. Williams, chief.

FOREIGN AGENTS, BUREAU OF; WAR TRADE BOARD.

Created as Bureau of Foreign Agents and Reports by resolution of War Trade Board November 2, 1917, and organized to instruct and direct the special agents of the Department of State in the collection of information for the War Trade Board. Much of this information went into the making of the enemy trading lists and other working lists of the War Trade Board. On December 31, 1918, it included 14 persons in the office and 31 "special assistants of the Department of State" on duty abroad, with 151 clerks, etc. The filing of its data upon economic conditions of foreign countries was turned over on April 18, 1918, to the Bureau of Research, War Trade Board. Charles Denby was in charge until March 18, 1918; Gustavus T. Kirby, to September 5, 1918; Chester Lloyd Jones, after September 5.

FOREIGN SECTION, COMMITTEE ON PUBLIC INFORMATION.

See *Foreign Educational Work, Division of.*

FOREIGN COMMERCIAL COMMISSIONS.

See *Commercial Commissions, Foreign.*

FOREIGN AND DOMESTIC COMMERCE, BUREAU OF; DEPARTMENT OF COMMERCE.

During the war the bureau gathered information concerning industrial and trade conditions both at home and abroad. It was able to assist in the procurement of raw materials and other supplies essential to the conduct of the war, and to adjust differences arising between business houses and Government war agencies, as well as difficulties involving restriction on trade with foreign countries. The bureau functioned through the following divisions: Commercial Attachés, Foreign Investigations, District Offices, Latin American, Far Eastern, Foreign Tariffs, Research, Trade Information, Statistics, and Export Licenses. Commercial attachés were stationed at 11 ports in important foreign capitals where they gathered important data concerning foreign economic activities. This data was supplemented by information received by trade commissioners traveling in foreign fields. The Division of Foreign Investigations secured information in connection with the trading-with-the-enemy restrictions, by reporting the status of foreign concerns,

and in making investigations concerning sources of supply of minerals and other materials essential to war industries. The Division of District Offices assisted the War Trade Board in licensing those commodities which had been placed upon the controlled list by presidential proclamation. Data concerning trade and industry in their respective fields were obtained by the Latin-American and Far-Eastern Divisions and given to various Government agencies. The Division of Foreign Tariffs was the principal source of information regarding foreign-trade restrictions and it also made a study of the reconstruction policies of foreign countries. It was the function of the Research Division to gather special information concerning foreign commerce, including commercial and economic development, production estimates, industries, market, etc. Many names of American producers, importers, exporters, etc., required for war purposes were furnished by the Division of Trade Information. Special statistical summaries were supplied upon request to various governmental agencies by the Division of Statistics. See also article on Division of Export Licenses. The bureau also made special investigations concerning German trade methods, including attempts to register American trade-marks in Latin America. Burwell S. Cutler, chief of bureau.

FOREIGN EDUCATIONAL WORK, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created March 11, 1918, to direct propaganda in neutral and allied countries. It had the assistance of the Foreign Picture Service, the Foreign Press Bureau, and the Foreign Press-Cable Service. On July 1, 1918, it was enlarged under Edgar G. Sisson as the Foreign Section and maintained thereafter offices in Archangel, Berne, Buenos Aires, Copenhagen, Irkutsk, Lima, London, Madrid, Mexico, Omsk, Panama, Paris, Pekin, Rio de Janeiro, Rome, Santiago, Shanghai, Stockholm, and Vladivostok. Will Irwin, in charge.

FOREIGN EXCHANGE, DIVISION OF; FEDERAL RESERVE BOARD.

A subordinate organization of the Federal Reserve Board, organized January 30, 1918, to be its agency in administering its powers of control over all foreign exchange transactions and all transfers of credits and securities involving persons not resident in the United States. By the espionage act of June 15, 1917, and the trading with the enemy act of October 6, 1917, large powers of control over foreign exchange and money exports were conferred upon the President. In exercise of these powers the President issued proclamations on August 27 and September 7, 1917, and Executive orders on September 7, 1917, October 17, 1917, and January 26, 1918, the effect of which was to give the Secretary of the Treasury plenary powers of control. These powers were delegated by the Secretary to the Reserve Board. The Division of Foreign Exchange was organized to administer these powers as applied to foreign exchange. Headquarters were in Washington, but the main office and working force were in New York. The primary function of the division was to keep apprised of all foreign exchange operations and to prevent all transactions directly or indirectly of benefit to the enemy. The work of the division was divided into departments of administration, research,

and statistics. Control was effected through a detailed system of licenses for all dealers, permits for all dealings, and prohibition of suspect transactions. Working in close cooperation with the Treasury Department, the Post Office Department, and the War Trade Board, the division exercised a necessary supervision over the hundreds of thousands of exchange operations and reduced to a minimum the transactions of value to the enemy. From its organization the director of the division was F. I. Kent.

FOREIGN LANGUAGE NEWSPAPERS, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created May, 1917, and directed by William Churchill, who worked with volunteer readers and translators to follow every American newspaper not published in English. It cooperated with the Department of Justice and the Post Office. It also read and digested the foreign press of Germany and neutral countries. It was absorbed in the Foreign Section April 10, 1918.

FOREIGN LOAN BUREAU, TREASURY DEPARTMENT.

The Treasury Department organization charged with the supervision of loans to foreign Governments. The organization was part of the war loan organization of the Treasury Department and was, during the greater part of the war period, under the direction of the assistant secretary in charge of fiscal bureaus. In September, 1918, Albert Rathbone was appointed assistant secretary in charge of loans to foreign governments.

FOREIGN MAILS, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization of the Post Office Department, but it rendered a number of valuable war services, chief of which was the providing of mail facilities for troops abroad. In accordance with an order of the Postmaster General, dated June 13, 1917, a United States postal agency was created, to be organized in France in order to provide mail facilities for the American Expeditionary Forces. The general term applied to the activity was the United States Army Postal Service. The first United States postal station in France was established at St. Nazaire on July 11, 1917. After July 1, 1918, the War Department, under the Director of Military Postal Express Service, assumed responsibility for the delivery of all mail addressed to the American Expeditionary Forces; for the distribution of mail for the American Expeditionary Forces originating in France; for the transportation of all mail for the American Expeditionary Forces, and for the collection of all mail from the American Expeditionary Forces. This change was made because of the feeling on the part of the military authorities that knowledge of troop locations and movements should not be imparted to civilian postal employees. On June 16, 1917, Marcus H. Bunn was appointed postal agent in charge, with headquarters at Paris. He was succeeded on September 1, 1917, by John Clark, who was in turn followed on September 1, 1918, by P. J. Schardt. By an order of September 12, 1918, a similar service was established in Siberia, known as the United States Mail Agency in Russia, to serve the needs of

the American forces in Siberia. Stephen A. Cisler was appointed postal agent in charge. The division cooperated with the War Trade Board by assisting in the licensing of merchandise sent through the foreign mails. The division also assisted the Treasury Department in preventing the export of gold, silver, and currency except by license. The handling of the numerous questions arising from the general confusion in the foreign mail service which resulted from the war also entailed considerable work upon the division. Stewart M. Weber was superintendent of the division, reporting to Otto Praeger, Second Assistant Postmaster General.

FOREIGN PICTURE SERVICE, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created by Executive order, December 17, 1917. The division assembled moving picture films illustrating "the message of America" and circulated them through neutral countries and in Young Men's Christian Association huts along the front. It circulated also the output of the Division of Films. Jules E. Brulatour, in charge, succeeded by Carl Byor after the reorganization of the foreign service, July 1, 1918.

FOREIGN PRESS BUREAU, COMMITTEE ON PUBLIC INFORMATION.

Under the direction of Ernest Poole, this bureau maintained a daily news service for neutral countries for pictures and stories. It was attached to the foreign section.

FOREIGN PRESS-CABLE SERVICE, COMMITTEE ON PUBLIC INFORMATION.

Under direction of Walter S. Rogers it maintained a daily cable and wireless service for news stories requiring immediate circulation. It was attached to the foreign section.

FOREIGN RELATIONS SECTION.

See *Allied Relations Section, Purchase, Storage and Traffic Division.*

FOREIGN RELIEF, DEPARTMENT OF; AMERICAN NATIONAL RED CROSS.

This department directed the work of Red Cross commissions sent to foreign lands to distribute relief to the needy and to supervise the supplies sent overseas. A commissioner was maintained in France, Great Britain, Italy, Russia, Belgium, Roumania, Switzerland, Serbia, and Palestine. A Bureau of Medical Service for Foreign Commissions was maintained. A. H. Gregg, director general.

FOREIGN TRADE ADVISER, OFFICE OF; DEPARTMENT OF STATE.

A permanent institution of the Department of State, being under the general supervision of the Counselor of the State Department and the Director of the Consular Service. The normal functions of the office are the supervision of the commercial work of the diplomatic and consular services and the gathering of information and the formulation of advice on commercial subjects for the use of the Department of State, as well as of other departments of the Govern-

ment. The effect of the war upon trade and commerce was such as to extend the activities of the office to a very marked degree. Conferences were constantly held with representatives of the War Trade Board, the United States Shipping Board, and various Government agencies and departments, for the purpose of effecting an exchange of views and a coordination of policies affecting foreign trade. Frequent instructions were sent to consular and diplomatic officers relating to such subjects as enemy trade, embargoes on exports, import prohibitions, sources of supplies, shipping facilities, etc. In the early fall of 1918 twelve regional economists were appointed and attached to the office of the Foreign Trade Adviser to deal with trade problems arising during and after the war. Marion Letcher was acting foreign trade adviser until February 18, 1918, when he was succeeded by Julius G. Lay.

FOREIGN WOOL SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Created June 13, 1918, with Albert M. Patterson, chief. Its work was transferred July 17, 1918, to the Woolens Section under H. E. Peabody. Its functions at the time the armistice was signed were connected with Government purchases of foreign wools. The section was discontinued December 21, 1918.

FOREST PRODUCTS DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Directed and supervised vessels handling mahogany for the Army, timber and lumber for the Emergency Fleet Corporation, and forest products for the general timber and lumber trade. B. O. Bryant, in charge.

FOREST PRODUCTS LABORATORY, FOREST SERVICE, DEPARTMENT OF AGRICULTURE.

Operated at Madison, Wis., in cooperation with the University of Wisconsin. In cooperation with the Government it worked upon research problems in kiln drying, wood specifications, water-proof coatings and glue, plywood and veneer, charcoal, wood pulp, and shipping containers. In the last mentioned task it worked with the Packing Services on box and crate tests and specifications and conducted schools for officers in these services. Carlile P. Winslow, director.

FOREST PRODUCTS SECTION, CENTRAL ADVISORY PURCHASING COMMITTEE, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

Creation announced September 1, 1918. This section cooperated in the procurement, treatment, and distribution of all raw materials of wood through the supervising of specifications, methods of inspection, prices, and methods of preservation. Close touch was maintained with the director of lumber of the War Industries Board. Branch offices were established at New Orleans and Seattle. The section reported to director, Division of Purchases, after March 15, 1919. M. E. Towner, manager.

FOREST SERVICE, DEPARTMENT OF AGRICULTURE.

This service conducted research investigations at its Forest Products Laboratory and conducted in the field searches for various types of timber that might be included in the military requirements or needed for tanning or shipping purposes. Miscellaneous work was carried on. This included guarding means of communication by forest rangers, translation work done in connection with the Army War College, wood fuel campaigns, and various kinds of research work with special reference to lumber, pulp, and paper. The work of the Forest Service was conducted by the district foresters and the assistant foresters.

It was represented at the National Research Council; and with its assistance regiments of woodsmen were enlisted for service in the forests in the United States and the allied countries. Lieut. Col. Henry S. Graves was Forester during the period of the war.

FORGINGS, GUNS, SMALL ARMS, AND SMALL-ARM AMMUNITION SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

This section was created June 1, 1918, to carry on under Government control the programs of design, specifications, and procurement of the commodities previously handled by the Committee on Small Arms and Ammunition, Munitions Standards Board, Council of National Defense. The section was discontinued December 20, 1918. Samuel P. Bush, chief.

FOUNDRY INDUSTRY WAR SERVICE COMMITTEE.

Organized by the American Foundrymen's Association on September 26, 1917, to assist the Government in securing castings of proper quality at a fair price. An office was established in Washington December 31, 1917. In June, 1918, the work was taken over by the Resources and Conversion Section of the War Industries Board. H. D. Miles, chairman.

FOUNDRY SUPPLIES WAR SERVICE COMMITTEE.

Organized May 9, 1918, by the Foundry Supply Manufacturers' Association to represent the manufacturers of foundry supplies. Ralph Ditty, chairman.

FOUR MINUTE MEN, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Organized privately in Chicago by Donald M. Ryerson, and taken over by the Committee on Public Information June 16, 1917, under direction of William McCormick Blair. This division organized the Four Minute Men who spoke in moving picture theaters upon themes selected and prepared by the division. It issued bulletins and suggestions. In February, 1918, it controlled 15,000 speakers; in December it controlled 75,000, and had a complete system of State organizations. On August 22, 1918, it absorbed the Speaking Division, whose director, J. J. Pettijohn, became associate director of the Division of Four Minute Men. William H. Ingersoll became national director on September 1, 1918.

FOURDRINIER WIRES WAR SERVICE COMMITTEE.

Organized October 17, 1918, to represent the industry, with William Cabble as chairman. The committee cooperated with the Brass Section of the War Industries Board.

FREIGHT ACCUMULATION CONFERENCE, EASTERN.

Organized at New York, March 16, 1916. The conference included the executives of carriers having eastern terminals, and the meeting at which it was formed was called upon the suggestion of E. E. Clark, of the Interstate Commerce Commission, for the purpose of adopting suitable measures to relieve the acute traffic congestion prevailing at the eastern terminals. Extensive embargoes had been laid in order to meet the situation, and it was the underlying idea of the conference to render it possible to remove these embargoes as rapidly as possible by (1) having freight traffic forwarded to points where it was needed and where shippers were prepared to receive and unload it promptly; and (2) laying embargoes only at those places where shipments could not be delivered and the cars promptly released. The conference was dissolved on May 31, 1916, after the congestion had been relieved.

FREIGHT TRAFFIC COMMITTEE, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Formation announced by Director General, July 22, 1918. The Division of Traffic and the Division of Public Service and Accounting of the United States Railroad Administration, acting jointly, appointed 3 general committees and 25 district committees to consider freight traffic matters of carriers under Federal control. The three general committees were the Eastern, Southern, and Western Freight Traffic Committees, exercising control over traffic matters arising in official eastern, southern, and western classification territories and over the various district committees. Each committee included in its personnel railroad traffic officers and representatives of the shipping public. The selection of the railroad representatives was approved by the director of the Division of Traffic, while the representatives of the shippers were appointed by the director of the Division of Public Service and Accounting. The general purpose of these committees was to secure greater efficiency, as well as expedition in the handling of matters relating to changes in rates, rules, and regulations affecting the transportation of freight. The chairmen of the three general freight traffic committees were as follows: Eastern, B. Campbell; southern, Randall Clifton; and western, A. C. Johnson.

FREIGHT TRAFFIC COMMITTEE, NORTH ATLANTIC PORTS, EASTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Organized December 1, 1917, under private control, being known as the Export Division, General Operating Committee, Eastern Railroads. Early in December, 1917, the name was changed to the Export Division, Freight Traffic Committee, North Atlantic Ports. On January 8, 1918, the authority of the committee was extended to include domestic as well as export freight, the name having been changed a few days earlier to Freight Traffic Committee, North At-

lantic Ports. Upon the organization of the Eastern Region of the United States Railroad Administration, it naturally became subject to the authority of the Regional Director. Under the committee were organized an Export Division and a Domestic Division. The Export Division performed the functions which had formerly pertained to the original committee, namely, the control of export freight traffic passing through the North Atlantic ports, including the issuing of shipping permits and the ordering of embargoes when necessary. Owing to the large volume of domestic freight regularly shipped to the New York harbor district and because of attempts to evade the export embargo rules by consigning freight intended for export as domestic freight, the jurisdiction of the original committee was extended as already stated to include domestic traffic to the North Atlantic ports; and the Domestic Division was created on January 15, 1918, to handle this additional business. On May 6, 1918, there were created, subordinate to the Domestic Division, a Baltimore and a Philadelphia Domestic Division, which assumed control of the movement of carload domestic freight intended for shipment to Baltimore and Philadelphia, respectively, and carried out the embargo rules in force at those places. George D. Ogden was the original chairman of the committee, being later succeeded by R. L. Russell. The committee performed the exceedingly important function of coordinating railroad transportation with the movements of vessels to and from the North Atlantic ports from Boston to Norfolk, and it was owing in large measure to its activities that roads and terminals were kept open for the transportation of troops and supplies.

FREIGHT TRAFFIC CONTROL, COMMITTEE ON; CINCINNATI COMMITTEE, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Formation announced May 24, 1918. The Cincinnati branch of the Committee of Freight Traffic Control was instructed to regulate freight traffic passing through the gateways at Cincinnati, Ohio, Louisville, Ky.; Cairo, Ill.; Evansville, Ind.; Paducah, Ky., and Portsmouth, Ohio. The committee made a careful study of traffic at these points with the idea of detecting and devising remedies for any movements which were out of line or improperly routed and, where necessary, instructions were issued with respect to the laying of embargoes and the diversion of freight to other lines. The committee cooperated with the regional directors and maintained close contact with the Division of Traffic and the appropriate sections of the Division of Transportation (later Operation). The chairman was F. B. Mitchell. Soon after the signing of the armistice the necessity for further regulation of traffic at these points ceased and the committee was disbanded, effective December 1, 1918.

FREIGHT TRAFFIC CONTROL, COMMITTEE ON; WASHINGTON COMMITTEE, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Formation announced April 23, 1918. It was the purpose of the Washington branch of the Freight Traffic Committee to exercise control over freight traffic passing through the gateways of Potomac Yard, Va., Hagerstown, Md., and Hampton Roads. With the idea of preventing congestion the committee was empowered to

order embargoes upon traffic passing through these points and, when necessary, to divert it through other routes, cooperating with the regional directors and keeping in close touch with the Division of Traffic and the appropriate sections of the Division of Transportation (later Operation). The committee was also instructed to give particular attention to Government freight and means of facilitating its movement. George R. Loyall was the original chairman but was succeeded on June 26, 1918, by E. T. Willcox. Soon after the signing of the armistice the necessity for further regulation of traffic at these points ceased and the committee was disbanded, effective December 1, 1918.

FRENCH HIGH COMMISSION.

Created by decree of the President of the Republic, April 15, 1917. Under M. André Tardieu, succeeded by M. M. Casenave, as general director, it had direction of Franco-American war cooperation both in France and the United States, having full powers over all the military and civil missions to the United States. It functioned through eleven directorates, the nonmilitary ones being: Finance, M. J. Simon, director; Manufacturers and Purchases, M. J. F. Lacombe, director; Supplies, M. E. Level, director; Economic Studies and Information, M. L. Aubert, director; Transportation, M. L. Nicol, director.

FRESH FRUITS AND VEGETABLES SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in August, 1917, to handle all problems concerned with the distribution of these commodities. E. W. Hearty, chief.

FUEL ADMINISTRATION, UNITED STATES.

The food and fuel act was passed August 10, 1917, and on August 23, 1917, pursuant to section 2 of that act, President Wilson appointed Dr. Harry A. Garfield, president of Williams College, as United States Fuel Administrator. The organization was started August 24 under the direction of H. D. Nims. The Fuel Administration staff consisted of a group of advisers who were appointed in September and October, 1917. The group which advised in regard to policies and the ways and means of making them effective was as follows: John P. White, labor adviser; Rembrandt Peale, bituminous; James B. Neale, anthracite; S. A. Taylor, technical; G. N. Snider, transportation; and B. W. Warren, legal. The Fuel Administration was organized into Administrative, Distribution, and Oil Divisions. The Administrative Division was organized under G. W. Nasmyth in September, 1917, and was at the beginning purely administrative. It was reorganized in May, 1918, when Cyrus L. Garnsey, jr., became assistant fuel administrator. The Distribution Division was known in its first organization under L. A. Snead as the Apportionment and Distribution Division and was reorganized under J. D. A. Morrow on January 24, 1918. The Oil Division was organized January 10, 1918, under M. L. Requa. The administration was decentralized by the State administrators, who, with their various local committees, functioned in the States. The work of price fixing was begun in the Fuel Administration on a basis established by

President Wilson on August 21 and August 23, 1917, when he issued a list of prices for bituminous and anthracite coal based on data collected by the Federal Trade Commission. These prices were modified and changed as occasion demanded and as sufficient cost accounting could be done to determine the necessity. Numerous conservation campaigns were carried on by the Conservation Bureau. The question of causes of shortage of coal was investigated in December, 1917, and January, 1918, by the Senate Subcommittee on Manufactures. The Fuel Administration and its activities were investigated at this time, in particular the "industrial closing order," which was promulgated January 16, 1918, at the time the subcommittee was in session. This order was issued to relieve the congestion on the railroads and at the ports which had developed during the fall and winter of 1917 and been augmented by the blizzards and heavy snow. The zone plan of distribution, inaugurated April 1, 1918, served to relieve the railroads by the elimination of cross hauling. Production which had fallen to a very low point in August, 1917, because of the uncertainties of the trade, was increased through 1917 and in July, 1918, reached a very high point for coal production. The work of the Bureau of Production brought about the increase. An extensive program for 1918–19 was mapped out and every effort was made to see that the country would not suffer for lack of coal, that all essential war industries should have a sufficient supply, and that ships would have an adequate supply of bunker coal. The plan was worked out in detail, but the mild winter of 1918–19 and the signing of the armistice did not give an opportunity for testing out all the arrangements made. The Fuel Administration was the subject of much abuse, and complaint was made that it failed in 1917 because it was composed not of coal men who knew the business, but rather of theorists. The coal famine and consequent suffering of 1917–18 was not caused by the weakness of the Fuel Administration but by the late passage of the act, thus delaying the organization and proper functioning. The damage had been done and it was impossible to save the country from distress because of the unusual demands of the country for coal. The restrictions on the industry were gradually lifted in February and March of 1919 and the Fuel Administration ceased to function April 1, 1919.

FUEL ADMINISTRATORS, STATE.

Alabama, S. P. Kennedy.
Arizona, Will L. Clark, Charles M. Shannon.
Arkansas, H. C. Couch.
California, Albert E. Schwabacher.
Colorado, William J. Galligan.
Connecticut, Thomas W. Russell.
Delaware, Charles H. Ten Weeges.
District of Columbia, John L. Weaver, Frank G. Jones.
Florida, Arthur T. Williams.
Georgia, L. G. Hardman.
Idaho, Frank R. Gooding, C. C. Anderson.
Illinois, John E. Williams, Raymond E. Durham.
Indiana, Evans Woolen.
Iowa, Charles Webster.
Kansas, Emerson Carey.
Kentucky, Wiley B. Bryan.
Louisiana, John G. O'Kelley.
Maine, J. C. Hamlen.
Maryland, Ferdinand A. Meyer.
Massachusetts, James J. Storrow.
Michigan, William K. Prudden.
Minnesota, John F. McGee.
Mississippi, C. L. Townes, Walter A. Scott.
Missouri, Wallace Crossley.
Montana, W. J. Swindlehurst, Martin H. Gerry, jr.
Nebraska, John L. Kennedy.

Nevada, E. H. Walker.
New Hampshire, Charles M. Floyd, Hovey E. Sloyton.
New Jersey, Richard C. Jenkinson.
New Mexico, W. C. McDonald, John W. Poe.
New York, A. H. Wiggin, Delos W. Cooke.
North Carolina, A. W. McAlister, R. C. Norfleet.
North Dakota, I. P. Baker.
Ohio, Harry A. Conn, Homer H. Johnson, Joseph H. Frantz.
Oklahoma, P. A. Norris.
Oregon, Fred J. Holmes.
Pennsylvania, William Potter; Pittsburgh district, D. W. Kuhn.
Rhode Island, George H. Holmes, Malcolm G. Chace.
South Carolina, B. B. Gossett, B. E. Geer.
South Dakota, W. G. Bickelhaupt.
Tennessee, W. E. Meyer.
Texas, Wiley Blair.
Utah, W. W. Armstrong.
Vermont, H. J. M. Jones.
Virginia, Harry F. Byrd, R. H. Angell.
Washington, David Whitcomb, Wurlock W. Miller.
West Virginia, J. Walton Barnes.
Wisconsin, W. N. Fitzgerald.
Wyoming, Augustine Kendall.
Cuba, Albert G. Smith.
Porto Rico, Albert O. Lee.

FUEL BRANCH, RAW MATERIALS DIVISION, QUARTERMASTER GENERAL.

Created January 18, 1918. This branch had charge of the procurement of all coal, coke, and wood required by the Army, and assisted manufacturers of supplies for the Army to secure necessary fuel. This branch was originally under the Fuel and Forage Division and was transferred to the Raw Materials Division October 28, 1918. P. C. Madina, chief to March 30, 1918; Maj. R. H. Knode to May 1, 1918; Capt. D. P. Smelser to July 26, 1918; Maj. George Paull to November 11, 1918.

FUEL DISTRIBUTOR, CENTRAL ADVISORY PURCHASING COMMITTEE, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

A Fuel Section of the Central Advisory Purchasing Committee was established to form a permanent point of contact between the United States Railroad Administration and the United States Fuel Administration. In most cases the railroads' contracts for fuel expired during the month of April, 1918, and after that date it proved to be impossible for them to secure priority in the obtaining of the coal used for locomotives. It was necessary to devise a system which would assure the United States Railroad Administration an adequate fuel supply. The new adjustment, which required several months to perfect, was worked out by the Fuel Section, under the supervision of B. P. Phillips, as fuel distributor.

FUEL SECTION, CENTRAL ADVISORY PURCHASING COMMITTEE, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

See *Fuel Distributor.*

FUEL CONSERVATION SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created May 1, 1918. This section had general supervision of railroad fuel conservation, including methods of preparation, handling, and use. Attention was given not only to the economical use of fuel consumed by locomotives and at railroad power and heating plants, pumping stations, etc., but also to the improvement of the quality of coal supplied for railroad purposes. Supervisors were appointed for the various regional districts to have charge of fuel conservation on the roads coming under their jurisdiction. Under the direction

of the section, literature was distributed among railroad employees, urging the necessity for conserving the fuel supply and indicating the method by which this might be accomplished. Manager, Eugene McAuliffe.

FUEL AND FORAGE BRANCH, SUPPLIES DIVISION, QUARTERMASTER GENERAL.

Established December 14, 1917. On January 18, 1918, the branch was abolished, and its duties were taken over by the Fuel and Forage Division.

FUEL AND FORAGE DIVISION, OFFICE OF QUARTERMASTER GENERAL.

Organized under General Orders No. 8, January 19, 1918, "to procure and distribute all fuel required by the various corps and departments of the War Department," it being desirable because of fuel shortage to reorganize the methods of procurement existing prior to this date. By later orders of March 4 and May 27, 1918, the duties of procurements, purchase, and distribution were extended to include the supply for the entire Army. Its policy was to procure army fuel, oil, and forage with the least interruption to established methods and practice in these industries. Prices were fixed where necessary by the Fuel Administration. When the office of the Director of Purchase was organized October 19, 1918, the functions of the Fuel and Forage Division were transferred for the most part to the Raw Materials and Paints Division of the new office, the Forage Branch going into the Subsistence Division. The division functioned through the following branches: Fuel, Forage, Oil, Traffic, Planning, Follow-up. Daniel B. Wentz, chief until April 23, 1918; succeeded by George E. Warren (commissioned colonel Aug. 21).

FUEL AND PERSONNEL DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

In existence prior to outbreak of war. This division cooperated with the Bureau of Navigation in the selection of officers for engineering duty. It also prescribed standards for the inspection of fuel, and inspected coal mines in order to determine whether the output should be accepted for use by the Navy. Comdr. N. H. Wright was chief from the outbreak of war until August 21, 1918, when he was succeeded by H. A. Stewart.

FUEL AND POWER SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created June 5, 1918, to have charge of the provision of adequate fuel and power for all plants and factories working on contracts for the Ordnance Department. Maj. G. J. Siedler, chief.

FUEL REQUIREMENTS, NAVY CONTRACTORS' SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section which had charge of the procurement of naval fuel supplies for the various contractors engaged in Navy contracts. Lieut. S. B. Flynn, chief, succeeded by Lieut. E. O. Silver.

FUEL STOCKS AND VESSEL ASSIGNMENTS SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section in charge of assignments for loading and ports of discharge for fuel cargoes. These assignments were based on the requirements of vessels bunkering at the various ports. Lieut. A. B. Canham, Ensign J. M. Sitler, and Chief Yeoman J. M. O'Connor, successively acted as chief.

FUNDING DIVISION, DIRECTOR OF FINANCE.

Established in accordance with provisions of circular dated October 11, 1918, to supervise the distribution of funds and allotments to disbursing officers. It functioned through an Executive Branch, an Apportionment and Allotment Accounts Branch, and a Funds Distribution Branch. Chief, George E. Frazer, succeeded by Col. F. W. Coleman.

FURNACE MANUFACTURERS, WARM AIR; WAR SERVICE COMMITTEE.

The committee was chosen at the annual meeting of the National Warm Air Heating and Ventilating Association, June 12, 1918. A conservation program was adopted which limited manufacturers to three styles and five sizes of furnaces. The committee worked with the Conservation Division of the War Industries Board and through the Priorities Division to secure supplies of raw materials. Edward Norris, chairman.

FURNACES AND LARGE HEATERS WAR SERVICE COMMITTEE.

Organized in November, 1918, with W. R. Murphy as chairman to represent the manufacturers of furnaces for public buildings.

FURNITURE, FIXTURES, AND ALLIED WOOD INDUSTRIES WAR SERVICE COMMITTEE.

Appointed by the Federation of Furniture Manufacturers of the United States December 29, 1917. This committee was brought into existence for the purpose of assisting the Government in placing the contracts for needed munitions to be manufactured from wood. Contracts were placed to the amount of about $10,000,000. P. B. Schravesende was chairman until June, 1918, when he was succeeded by F. E. Sherman.

FUZE SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established under the Procurement Division on January 14, 1918, and responsible for negotiations involved in the purchase of fuzes, primers, and cartridge cases of all kinds. Its duties included the loading of time fuzes and primers. On February 13, 1918, the section was taken over by the Projectile Section, including the entire commissioned and civilian personnel. Maj. J. G. Cowling became head of the section on January 15, 1918.

GAUGE SECTION, DIVISION OF WEIGHTS AND MEASURES, BUREAU OF STANDARDS, DEPARTMENT OF COMMERCE.

The urgent deficiency act of June 15, 1917, provided a gauge standardization appropriation of $150,000 for the inspection of

gauges and standards required by manufacturers in the United States. The testing was to be done through the cooperation of the Bureau of Standards, the War Department, the Navy Department, and the Council of National Defense. The work was started at the Bureau of Standards, July 8, 1917, the Gauge Section being established in a special building with the necessary equipment and personnel for testing gauges. About 60,000 gauges were tested by the section up to January 1, 1919. Branch laboratories were established in New York, Cleveland, and Bridgeport. A gauge shop was organized to make the apparatus used in testing and a course of instruction for ordnance gauge checkers was repeated three times. The section was continued after the war.

GARBAGE UTILIZATION SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

The Garbage Utilization Division was organized November 1, 1917. The division undertook determination of the sources of waste, education of the public to needs and possibilities of utilization, establishment of more efficient methods in plants, and the development of garbage utilization plants in cities. Over 40 cities changed their methods of garbage disposal through the efforts of this division and this effected a considerable saving. The division was made part of the Division of Collateral Commodities October 14, 1918, and was then known as the Garbage Utilization Section. It closed January 15, 1917, an effort being made to continue its activities under the Department of Agriculture. Irwin S. Osborn was head, succeeded by F. C. Bamman on January 24, 1918.

GARDENING BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Responsible to Subsistence Division prior to April 22, 1918. This branch had charge of agricultural activities on lands owned or leased by the Army. It was abolished on June 14, 1918, when its duties were taken over by the Salvage and Gardening Branch. H. G. Parsons, chief.

GARMENT INDUSTRY WAR SERVICE COMMITTEE.

Created by the National Association of Garment Manufacturers and the Union Made Garment Manufacturers of America, to represent the manufacture of cotton goods garments, shirts, mackinaw, fur and sheep-lined clothing, leather coats, and jerkins. Galbraith Miller, chairman.

GAS, BUREAU OF, NATURAL; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau was concerned with production, transportation and distribution of natural gas in an effort to conserve other fuels. It stopped wasteful practices in certain producing fields, and among domestic consumers, by means of educational campaigns, and was instrumental in having restrictions placed on the use of natural gas in localities where the demand was heavy and the supply limited. Thomas B. Gregory, director.

GAS DEFENSE DIVISION, RUBBER INDUSTRY WAR SERVICE COMMITTEE.

Organized January 29, 1918, by the Central War Service Committee of the United States Chamber of Commerce, superseding the Manufacturers' Gas Mask Committee which had been in operation since November, 1917. The committee combined its functions, cooperating with the Gas Defense Production Division of the Chemical Warfare Service and the manufacturers in the production of masks and parts and in the development of the new "A. T." type mask. It ceased to function at the signing of the armistice and officially went out of existence January 16, 1919. W. C. Geer, chairman.

GAS DEFENSE PRODUCTION DIVISION, CHEMICAL WARFARE SERVICE.

Organized June 28, 1918, by the transfer of the Gas Defense Section of the Medical Department to the Chemical Warfare Service. This division had charge of the production of gas masks for men and animals, and at the end of the war had produced 5,000,000 masks, 3,000,000 extra canisters, 500,000 horse masks, and large quantities of mustard gas suits and other equipment. Col. Bradley Dewey, chief.

GAS DEFENSE SERVICE, MEDICAL CORPS.

Organized in September, 1917, by the Army Medical Department to supply gas masks and other appliances to protect troops against asphyxiating and poisonous gases. On June 25, 1918, this section was transferred to the Chemical Warfare Service. A Manufacturers' Gas Mask Committee cooperated with the Gas Defense Service. Maj. Bradley Dewey, chief.

GAS AND ELECTRIC SERVICE, COOPERATIVE COMMITTEE ON COUNCIL; OF NATIONAL DEFENSE.

Organized in May, 1917, by the Council of National Defense and composed of representatives of American Gas Institute and National Electric Light Association. The furnishing of light, heat, and power to cantonments and war industries was considered by the committee and recommendations made. When the advisory committees of the council were abandoned in December, 1917, the committee was reorganized as a war service committee of the United States Chamber of Commerce, with the same personnel and functions. John W. Lieb, chairman.

GAS AND ELECTRIC SERVICE WAR SERVICE COMMITTEE.

Reorganized by the United States Chamber of Commerce from the Cooperative Committee on Gas and Electric Service of the Council of National Defense. The committee continued its advisory functions and worked with the Ordnance Department in the production of toluol. In large munition manufacturing centers increased power was arranged for and electrical machinery was secured for Government uses. John W. Lieb, chairman.

GAS MASK COMMITTEE, MANUFACTURERS'.

Organized in November, 1917, to cooperate with the Gas Defense Service, to interpret the specifications of that service, to recommend

changes in design of gas masks, and to take care of inspection of masks at places of manufacture. This committee was merged into the Gas Defense Division of the Rubber Industry War Service Committee. W. C. Geer, chairman.

GAS OFFENSE PRODUCTION DIVISION, CHEMICAL WARFARE SERVICE.

The Ordnance Department undertook the gas offense problem in 1917, and in June of that year Gen. Crozier approved the erection of a plant for the filling of gas shells. A tract of land known as the Gunpowder Reservation was set aside by presidential proclamation October 16, 1917. Work was started November 1 under the Trench Warfare Section of the Ordnance Department; and two chemical plants, authorized December 1, 1917, were completed and in operation by June, 1918. The name of the reservation was changed May 2, 1918, to Edgewood Arsenal; and on June 28, 1918, when the Chemical Warfare Service was organized, the arsenal came under this service and became the Gas Offense Production Division. The division produced gas either at the arsenal or in outside plants, filled the shells or containers, and inspected and prepared them for shipment overseas. Lieut. Col. W. H. Walker was made commanding officer March 6, 1918, and the reservation came directly under the Chief of Ordnance.

GAS PLANTS, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created June 25, 1918, to have charge of the supervision and regulation of the artificial gas industry in so far as it affected the consumption of fuel. Educational campaigns were carried on to conserve the use of artificial gas and to show how fuel was saved as conservation of gas was practiced. James T. Lynn, director.

GAS RANGES, HOT WATER HEATERS, AND GAS APPLIANCES WAR SERVICE COMMITTEE.

Organized December, 1917, by the National Gas Appliance Manufacturers' Exchange to represent the manufacturers of gas ranges, hot water heaters, and other gas appliances. The committee cooperated with the Conservation Division of the War Industries Board in reducing styles and sizes and with the Priorities Committee in the matter of coal, coke, iron, and steel requirements. The committee was enlarged September 17, 1918, to include all heating appliances. William M. Crane, chairman.

GASOLINE AND KEROSENE VAPOR LAMPS WAR SERVICE COMMITTEE.

Organized September 25, 1918, with W. L. Coleman as chairman, to represent the industry before the Priorities Committee of the War Industries Board.

GEARS WAR SERVICE COMMITTEE.

Organized October 10, 1918, with F. W. Sinram as chairman, to represent the industry before the War Industries Board.

GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created on the reorganization of the Ordnance Department, January 14, 1918, to supervise and coordinate all matters and work con-

nected with that department. The bureau had charge of the following: Arsenal administration, exclusive of manufacturing and storage and matters relating thereto; distribution, classification, recording and filing of correspondence; all matters concerning civilian, enlisted, and commissioned personnel; appropriation, allotments, and disbursements; and property accountability and legal matters for the various procurement divisions of the Ordnance Department. The bureau was also in charge of all publications and official statements and maintained the Ordnance Department Reference Library. On May 15, 1918, the name of the bureau was changed to the Administration Division. The bureau functioned through the following sections: Arsenal Administration, Accounting, Mail and Record, Civilian Personnel, Commissioned Personnel, Enlisted Personnel, Finance, Property, Legal and Advisory, Stores and Scrap Section, Instruction, Military Information, Communications, and Industrial Education. Brig. Gen. W. S. Pierce, chief; succeeded October 14, 1918, by Col. W. W. Gibson.

GENERAL ADMINISTRATIVE BUREAU, QUARTERMASTER GENERAL.

Created January 26, 1918, to succeed the Division of Administration. It was abolished April 16, 1918, and the duties were transferred to the Administrative Division. It functioned through the Control, Telegraphic and Cable, Cemeterial, Mail and Records, Personnel, and Stenographic Sections.

GENERAL ADMINISTRATIVE DIVISION, PURCHASE AND STORAGE.

Established October 28, 1918, to succeed the Administrative Division of the Quartermaster General. It functioned through the following branches: Industrial Relations, Administrative Service, Strength and Fundamental Allowance, Administrative Control. Lieut. Col. B. L. Jacobsen, chief.

GENERAL ADMINISTRATION SECTION, SUPPLY DIVISION, ORDNANCE DEPARTMENT.

The General Administration Section assisted the chief of the Supply Division in planning, supervising, and directing the work of the organization as a whole, while it served as the connecting link on all special matters between the division and the outside military and civil branches of the Government. It also performed certain miscellaneous routine functions which came under the jurisdiction of no other section. The intended organization of the section was changed from time to time. At various times it functioned through the following branches: Allotment, Communication, Development, Field Depot, Procurement Order, Military Personnel, Policy Determining, Inquiry and Complaint, Sales, Miscellaneous (late Miscellaneous Functions), Financial Control, Development, Installation and Maintenance of Methods, Building and Reception of Visitors, Information, Requirements Determination, Office Management, and Military Information. The Field Depot Branch had general supervision over the 36 field depots in the Ordnance Department, the function of which was to supply ordnance intended for the Army cantonments. Chief, General Administration Section, Col. Charles B. Wheeler, succeeded in time by Maj. O. C. Horney, Lieut. Col. A. E. Barter and Maj. G. C. Munoz.

GENERAL CONTROL SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Established September 7, 1917, under the supervision of Col. Jay E. Hoffer, who was also chief of the Gun Division. It was the function of the section to coordinate, direct, and generally supervise the work of all sections, and to be responsible for determining and for disseminating among the heads of the various sections of the Gun Division all matters of policy and general plans and methods of procedure. It approved all projects and estimates, as well as all work orders, purchase orders, allotments, contracts, etc. It functioned through Administration, Finance, and Coordination Branches. The Administration Branch had supervision of matters pertaining to the general management and control of the section and of the division itself. The Coordination Branch supervised the preparation of all charts and reports covering the progress of the work of the various sections. It submitted periodical reports to the Chief of the Division, showing daily progress in each section. On January 17, 1918, upon the reorganization of the Ordnance Department, the General Control Section was transferred to the Engineering Bureau, with the exception of the Military Information Unit, which was transferred to the General Administration, and the Coordination Branch, which was transferred to the Control Bureau.

GENERAL CONTROL SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established in January, 1918. Until March 4, 1918, the section consisted of the head of the Procurement Division, his staff, the executive officer, and the general administrative branches in charge of the internal business of the division. After March 4 the above-mentioned officers were no longer considered as belonging to the section, which was at the same time divided into the following branches: Administrative, Mail and Records, Ordnance Supplies, Personnel, Statistical, Work Order, and Cost Data. A reorganization took place on August 1, 1918, under which the Work Order and Cost Data Branches were discontinued. In addition to the branches formed on March 1, there were the Property and Service and the American Ordnance Base Depot Branches. The functions of the General Control Section were to review all requisitions in regard to purchase of ordnance matériel or articles, and to issue orders and instructions to the sections in connection therewith; to act as liaison office between the Division of Procurement and other divisions of the Ordnance Department; to handle all mail, including telegrams and cablegrams, and to have charge of the general and record files; to exercise supervision over the commissioned, enlisted, and civilian personnel of the division, to handle all data compiled by the division; and to supervise all office facilities and general welfare of the employees. Capt. Wade H. Williams, head.

GENERAL INSPECTION BRANCH, SUPPLY CONTROL DIVISION, QUARTERMASTER GENERAL.

See *Inspection and Production Branch, Supply Control Division, Quartermaster General.*

GENERAL MUNITIONS BOARD, COUNCIL OF NATIONAL DEFENSE.

Began work April 9, 1917, to "assume the prompt equipping and arming, with the least possible disadjustment of normal industrial

conditions, of whatsoever forces may be called into the service of the country." It coordinated Army and Navy purchases, and assisted the Raw Materials Committee of the Advisory Commission in acquisition of raw materials, established precedence of orders between the Departments of War and of Navy, and between the military and industrial needs of the country. It was given power by the Council of National Defense to determine priority of delivery of materials. The board worked through the following thirteen subcommittees: Army Vehicles, William Butterworth, chairman; Armored Cars, Col. J. H. Rice, chairman; Emergency Construction and Contracts, William A. Starrett, chairman; Optical Glass, R. A. Millikan, chairman; Storage Facilities, M. L. Cook, chairman; Machine Gun, B. W. M. Hanson, chairman; Priority, J. B. Aleshire, chairman; Gauge, Dies, etc., F. C. Pratt, chairman; Army and Navy Artillery, S. M. Vanclain, chairman; Fuses and Detonators, E. A. Deeds, chairman; Small Arms and Ammunition, J. E. Otterson, chairman; Optical Instruments, F. A. Scott, chairman; Army and Navy Projectiles, W. H. Van Dervoort, chairman. The Munitions Standards Board was merged into the General Munitions Board almost immediately after its organization. This board was superseded by the War Industries Board July 28, 1917. Frank A. Scott, chairman.

GENERAL RELATIONS DIVISION, NATIONAL RESEARCH COUNCIL.

Organized with A. A. Noyes, chairman, to correlate all research activities and handle research matters not placed under specific divisions. Through its advisory committee, Theodore N. Vail, chairman, it organized and worked through three sections: Foreign Relations, G. E. Hale, chairman; Industrial Research, John Johnston, chairman; Relations with Educational Institutions and State Committees, J. C. Merriam, chairman; and three committees: Patent Office, L. H. Baekeland, acting chairman; Reconstruction Problems, Vernon Kellogg, chairman; Problems of Special Education and Training, J. C. Merriam, chairman.

GENERAL SERVICE DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created in February, 1918, for the purpose of coordinating and centralizing labor administration in the Emergency Fleet Corporation. It brought under one head various services which before had been scattered, namely, the Departments of Health and Sanitation, Shipyard Volunteers, Industrial Service, National Service, and Housing and Transit Facilities. Complete centralization of control was not accomplished, however, inasmuch as the Division of Labor, the Industrial Training Department, and the Safety Engineering Branch were not included in the division. In May, 1918, upon the formation of the Industrial Relations Division, the General Service Division was abolished. J. Rogers Flannery was manager of the division.

GENERAL STAFF CORPS, UNITED STATES ARMY.

Created by act of Congress of February 14, 1903, which act abolished the separate office of the commanding general of the Army;

provided for a Military Chief of Staff to the President, who, acting under the directions of the President, or of the Secretary of War representing him, should have supervision not only of the troops of the line but of the special staff and supply departments which had heretofore reported directly to the Secretary of War; and created for the assistance of the Chief of Staff a corps of 44 officers who were relieved from all other duties. On April 6, 1917, the date of the declaration of war, the General Staff Corps was organized under the provisions of the act of June 3, 1916, which limited the strength of the General Staff to 55 officers, not more than one-half of the officers detailed being available for assignment on any duty in or near the District of Columbia. The act of May 12, 1917, increased the strength of the General Staff to 91 members and removed for the period of the emergency the restrictive clause relative to the number authorized to be stationed in Washington. The act of May 18, 1917, authorized the President to provide the necessary officers, line and staff, for the forces to be raised under that act. By this authority the strength of the General Staff has been increased as was found necessary. The function of the General Staff is to assist the Chief of Staff in performing his duty as the immediate adviser of the Secretary of War and to aid the Chief of Staff in his coordinating and supervising capacity. It has performed this function mainly by: (1) Preparing plans and general policies and gathering information for speedily and efficiently carrying out the Army program; (2) preparing, after approval by the Chief of Staff of these plans, and issuing the necessary orders to make them effective. These duties have required many studies to be made for the mobilization, organization, equipment, instruction, training, and movement of our armies, as well as the investigation and study of such special subjects as are referred to it. These special subjects have required knowledge of problems of construction, transportation, shipping, labor, manufacture, and finance. The organization of the General Staff at the outbreak of the war was unsuited to the duties and responsiblities confronting it. Successive revisions of the orders under which the General Staff was acting were made as events demanded, until experience crystallized the organization of the General Staff into that set forth in General Orders, No. 80, War Department, dated August 26, 1918. This order divided the work of the General Staff into four primary divisions: (1) Operations; (2) Purchase, Storage and Traffic; (3) Military Intelligence; (4) War Plans. Each of these divisions is under a director who is an assistant chief of staff and a general officer. There is, in addition, an office of the Chief of Staff, which is directly under the supervision of the executive assistant to the Chief of Staff. This executive assistant is a general officer empowered to act for the Chief of Staff in his temporary absence. During the war the Chiefs of Staff have been as follows: Maj. Gen. Hugh L. Scott, April 7 to September 22, 1917; Gen. Tasker H. Bliss, September 23, 1917, to May 19, 1918; Maj. Gen. John Biddle, as acting chief, at periods during the absence of Gen. Bliss in France, from October 29, 1917, to December 16, 1917, and from January 9, 1918, to March 3, 1918; Gen. Peyton C. March, from March 4, 1918, to May 19, 1918, as acting chief and Chief of Staff, May 20, 1918, to date.

GENERAL SUPPLIES BRANCH, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918, to control the conservation and distribution of all articles classified as general supplies. It functioned through the following sections: Heavy Hardware and Metals, Small Tools and Chests, Kitchen and Camp Equipment, Office Supplies and Sundries, Statistical. Capt. J. F. Foster, Capt. Chas. E. Kraus, John A. Olt, Capt. A. M. Sieb, successively acted as chief.

GENERAL SUPPLIES DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Organized October 28, 1918, to succeed the Hardware and Metals Division, Quartermaster General, upon the organization of the office of the Director of Purchase and Storage. The division functioned through the following branches: Priorities and Clearances, Contract and Purchase, Production and Inspection, Statistics, Office Service, Hardware, Cordage, Small Tools and Chests, Heavy Hardware, Kitchen and Camp Equipment, Office Equipment, Office Equipment and Sundries. William A. Graham, chief.

GEOLOGIC BRANCH, GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

Through its four divisions—Geology, Sidney Paige in charge; Chemical and Physical Research, G. F. Becker in charge; Mineral Resources, Edson S. Bastin in charge; and Alaskan Mineral Resources, G. C. Martin, acting, in charge—and their 17 sections the branch worked on the discovery, estimation, and development of domestic deposits of minerals, and to a less extent on those of foreign countries. It extended domestic investigations of nitrate deposits to Guatemala and potash deposits to Lower California, mapped deposits of oil shale in the study of how to increase the future production of petroleum, and conducted examinations of camp and station sites for the Army and Navy with reference to drainage, water supplies, building, and road materials. In cooperation with the Bureau of Mines it investigated domestic resources of smokeless coal, zircon, helium, and sulphur, manganese and chromite in West Indies, and potash deposits of Europe, under the direction of David White, chief geologist. The Mineral Resources Division was the main source of information for the governmental war boards and other agencies that required data on the mineral production of the United States. It published weekly statements of several mineral commodities, compiled weekly telegraphic reports of smelter production, collected and made available monthly statistics of many of the war minerals, issued Bulletin 666, Our Mineral Supplies, and the annual volumes on the Mineral Resources of the United States, covering about 75 different mineral substances, and carried on extensive cooperation with the United States Fuel Administration in collection of weekly and even daily statistics regarding coal. H. D. McCaskey and E. S. Bastin, successively in charge.

GEOLOGICAL SURVEY, UNITED STATES, DEPARTMENT OF THE INTERIOR.

A scientific research agency of the Government, practically all the activities of which were diverted to special work and investigations

for the military agencies of the Government. Its functions were carried on through its three field branches, Geologic, Topographic, and Water Resources, and its three office branches, Land Classification, Publication, and Administrative. The special investigations were broadly classified as relating either to war materials or to military surveys. The survey was represented in the National Research Council and the National Advisory Committee for Aeronautics. George Otis Smith, director; Philip S. Smith, administrative geologist.

GEOLOGY AND GEOGRAPHY DIVISION, NATIONAL RESEARCH COUNCIL.

Under John C. Merriam, chairman, worked through the following six committees: Geology and Paleontology, J. M. Clarke, chairman; Geography, W. M. Davis, chairman; Study of Possible Contribution of Geology and Geography to Military Training, C. P. Berkey, chairman; Emergency Courses in Geology and Geography in Educational Institutions, H. E. Gregory, chairman; Special Lectures on Geologic and Geographic Subjects at Military Camps; and Quartz Resources, G. P. Merrill, chairman.

GEORGIA-FLORIDA YELLOW PINE EMERGENCY BUREAU.

Established in June, 1917, by the Georgia-Florida Yellow Pine War Service Committee for the purpose of allocating Government orders for yellow pine produced in the States of Georgia and Florida, and of expediting the manufacture and shipment of these orders. The bureau functioned in cooperation with the Lumber Cooperative Committee of the Council of National Defense. Roland Perry, manager.

GEORGIA-FLORIDA YELLOW PINE WAR SERVICE COMMITTEE.

Created in June, 1917, to represent the Georgia-Florida yellow-pine lumber industry in its relation to the Government. It established the Georgia-Florida Yellow Pine Emergency Bureau, which allocated all Government orders for yellow pine produced in the States of Georgia and Florida. M. L. Fleishel, chairman.

GLASS BOTTLES AND JARS WAR SERVICE COMMITTEE.

Organized in October, 1918, with Charles Boldt as chairman, to represent the manufacturers of glass bottles and jar caps using Owen's automatic machines.

GLASS BOTTLES AND JARS WAR SERVICE COMMITTEE.

Organized October, 1918, with George M. Yost as chairman, to represent that part of the industry that used the semiautomatic and hand-blown method.

GLASS, ROUGH ROLLED AND WIRE, WAR SERVICE COMMITTEE ON.

Organized October, 1918. The industry agreed to conservation regulations as to thickness of glass upon the organization of the committee. Walter Cox, chairman.

GLOVES AND LEATHER CLOTHING SECTION, HIDES, LEATHER, AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

Created October 28, 1918, to administer the conservation program of the glove industry as announced by the Conservation Division, and still in process of organization when the armistice was signed. It held many conferences with representatives of the industries, began to clear contracts for the allied purchasing committees, and was preparing to clear, in conjunction with the various clothing sections of the Army, Navy, and Signal Corps, contracts relating to gloves and leather clothing. The section was discontinued November 20, 1918. Harry J. Louis, chief.

GLOVES WAR SERVICE COMMITTEE.

Organized September 4, 1918, to represent the manufacturers of light and heavy leather gloves and mittens, and silk, wool, cotton, and fabric gloves. James S. Ireland, chairman.

GOLD EXPORTS COMMITTEE, FEDERAL RESERVE BOARD.

A subordinate committee of the Federal Reserve Board, organized in September, 1917. By the presidential proclamation and Executive order of September 7, 1917, there was transferred to the Secretary of the Treasury, acting through the Federal Reserve Board, the control of exports of bullion, coin, and currency conferred by the espionage act of June, 1917. The board appointed a committee of three of its members to exercise this control. This committee, acting for the board, established a system of licenses for all exports and issued regulations governing such exports. The general policy was to permit only such exports of gold as were clearly necessary for the maintenance of legitimate foreign commerce, while travelers' allowances were narrowly limited. Silver and currency exports were less restricted. Under the much stronger powers granted by the trading with the enemy act of October 6, 1917, the President issued Executive orders on October 12, 1917, and January 26, 1918, extending and strengthening the administrative powers of the committee. With the increasing importance of gold conservation and the increasing tendency to restrict exports of gold from other countries, the restrictions of the committee were made more severe and limitations were extended to earmarking of gold for foreign account, travelers' allowances were decreased, and permits were issued only where export was necessary to the preservation of neutral trade. The committee's activity was not confined to ruling upon the desirability of exports, as it attempted to suggest and improvise trade and foreign exchange devices that would obviate the necessity for coin and bullion exports. The personnel of the committee at the time of organization was as follows: W. P. G. Harding, A. C. Miller, and P. M. Warburg. The retirement of Mr. Warburg from the Federal Reserve Board and the appointment of Albert Strauss made the latter a member of the committee.

GOLD AND SILVER SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Created September 9, 1918. The section urged reduction in size of gold pens and wedding rings, and was getting a program of con-

servation in shape at the time of the signing of the armistice. Robert B. Steel, chief, succeeded on October 15, 1918, by C. H. Conner.

GOLD SITUATION COMMITTEE, INTERIOR DEPARTMENT.

A committee appointed by the Secretary of the Interior in July, 1918, to consider the conditions surrounding the declining production of gold. The committee published a report favorable to certain measures for stimulating production but adverse to a subsidy on production. The membership of the committee was as follows: Hennen Jennings (chairman), Charles Janin, H. D. McCloskey, J. H. Mackenzie, and F. L. Ransome.

GOVERNMENT RESEARCH, INSTITUTE FOR.

Established March 10, 1916. It is an association of citizens for cooperating with public officials in the scientific study of government with a view to promoting efficiency and economy in its operations and advancing the science of administration. Its specific war service was along the line of national budget systems and finance. W. F. Willoughby, director.

GRAIN CORPORATION, UNITED STATES FOOD ADMINISTRATION.

Incorporated under the laws of the State of Delaware to direct control of wheat and other grains for the United States Food Administration with $50,000,000 capital stock, Government owned, under Executive order of August 14, 1917. The stock was increased to $150,000,000 on June 21, 1918. The first purpose of the corporation, which began business September 4, 1917, was to stabilize prices and conserve ample stocks while facilitating flour exports to allies. It aided in the establishment of uniform grading, in maintaining the guaranteed price of wheat, and in purchasing cereals for the Government and the allies. By agreement with the War Trade Board it licensed flour for export to the Cuban Council of National Defense. In its second harvest year, beginning July 1, 1918, it extended its control, and together with the Cereal Division, Food Administration, completely controlled wheat and other grains. Julius H. Barnes, president and director.

GRAIN DIVISION, UNITED STATES FOOD ADMINISTRATION.

See *Cereal Division, United States Food Administration Grain Corporation.*

GRAIN THRESHING DIVISION, UNITED STATES FOOD ADMINISTRATION GRAIN CORPORATION.

Organized by Capt. Kenneth D. Hequembourg, April 1, 1918. The wheat growing counties in 33 States were organized with county threshing committees, and threshing machine experts were employed in the States to work under the State food administrators. Federal food administrators of 21 wheat-growing States reported that the activities of the Grain Threshing Division had resulted in the saving of 22,000,000 bushels of wheat by assisting farmers to secure machines and expert labor, by conserving wheat during harvest, and by eliminating waste and leaks. The work of this division was taken over by

the Division of Rural Engineering of the Bureau of Public Roads of the Department of Agriculture in February, 1919.

GREAT LAKES ADVISORY COMMITTEE, UNITED STATES SHIPPING BOARD.

A committee appointed to advise the Shipping Board on the matter of just compensation to be paid for vessels from the Great Lakes to which title had been taken. It held extended hearings at which owners had the opportunity to present their claims in detail; and on January 24, 1918, it submitted a report covering 32 vessels. This report was reviewed by experts and both reports were examined by the board before it determined on the final amounts of compensation to be paid in full settlement of any and all claims arising out of the requisition order. The committee functioned prior to the creation of the Ocean Advisory Committee on Just Compensation. Fitz-Henry Smith, chairman.

GREAT LAKES DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Supervised the management and operation of vessels constructed on the Great Lakes, and the transfer of these vessels to the seaboard. Capt. M. S. Thompson, in charge.

GRINDING WHEELS WAR SERVICE COMMITTEE.

Appointed by the Association of Grinding Wheel Manufacturers, December 11, 1917. The committee maintained close connection with the War Industries Board and the War Trade Board. Carl F. Dietz, chairman.

GROCERS' ASSOCIATION, NATIONAL RETAIL.

An old established association which cooperated during the war with the United States Food Administration. A committee was appointed December 5, 1917, which coordinated the work of the Retail Grocers' Association with that of the United States Food Administration. The conservation program was indorsed, and the retail fair-price list was put into effect as a means of controlling retail prices. Jacob H. Schaefer, president.

GROCERS' WAR COUNCIL, WHOLESALE.

Organized by the National Wholesale Grocers' Association of the United States. The council cooperated with the United States Food Administration in its conservation program by enlisting the support of wholesale grocers, helped to stabilize the food markets, and worked for the distribution of food products to the consumer at the lowest prices possible. Samuel B. Steele, chairman.

GUN DIVISION, ORDNANCE DEPARTMENT.

One of the original five divisions of the Ordnance Department in existence prior to the war. By order of May 23, 1917, it became one of the 10 divisions of that department. Its functions included the design, procurement, superintendence of production, and inspection of artillery ammunition, artillery and cannon, powder and explosives, and trench warfare material. On September 7, 1917, the divi-

sion was reorganized. In addition to a General Control Section, there were the Cannon, Design, Purchase, Inspection, and Production Sections. The Cannon Section, after having practically completed the work of negotiating its contracts, was abolished. In January, 1918, the Ordnance Department was reorganized, and by order of January 17 the division was dissolved. The Design Section was transferred to the Engineering Bureau, the Production Section to the Production Division, the Inspection Section to the Inspection Division, and the Purchase Section to the Procurement Division. The General Control Section was transferred to the Engineering Bureau; with the exception of the Military Information Unit, which was transferred to the General Administration, and the Coordination Branch, which was transferred to the Control Bureau. Col. Jay E. Hoffer, chief.

GYPSUM AND GYPSUM PRODUCTS WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board with O. M. Knode as chairman.

HAND STAMPS AND MARKING DEVICES WAR SERVICE COMMITTEE.

Appointed June 20, 1918, by the International Stamp Manufacturers' Association to represent the manufacturers of hand stamps and marking devices. The committee worked through subcommittees on steel stamps, rubber stamps, stencils, metal tags, and manufacturers of supplies. R. F. Hershey, chairman.

HARDWARE, CORDAGE, AND MISCELLANEOUS BRANCH, GENERAL SUPPLIES DIVISION, PURCHASE AND STORAGE.

See *Metals and Heavy Hardware Branch, Hardware and Metals Division, Quartermaster General.*

HARDWARE AND HAND TOOL SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created about October 1, 1917, as the Small-Tools Section in charge of George E. Chatillon, William A. Graham becoming temporary chief April 20, 1918. The name of the section was changed first to Hardware and Small Tools, revised later to its final name Hardware and Hand Tool Section. Murray Sargent, assistant to Mr. Graham, became chief of section July 1, 1918. The first work of the section was directed at overcoming the shortage in textile pins, surgical and latch needles, and certain types of wood-handled tools. The early confusion in Army purchasing departments was coordinated by the Clearance Committee, and the appointment of a representative from each interested Government department as a member of this section and the cooperation of the industries with the section brought satisfactory results. Work, for a time, centered especially on fire extinguishers, horseshoes, hydrants, valves, and builders', saddlery, and ship hardware. The section was discontinued December 14, 1918.

See *Clearance Committee, Hardware and Metal Division, Quartermaster Corps.*

HARDWARE JOBBERS' WAR SERVICE COMMITTEE.

Organized August 30, 1918, to represent all hardware jobbers in the United States, supplanting several committees then operating.

The committee cooperated with the Conservation Division and the Hardware and Hand Tools Section of the War Industries Board. Harry A. Block, chairman.

HARDWARE JOBBERS' (SOUTHERN) WAR SERVICE COMMITTEE.

Appointed in January, 1918, by the Southern Hardware Jobbers' Association. It worked with the Director of Steel and the Priorities Division of the War Industries Board. Charles H. Ireland, chairman.

HARDWARE MANUFACTURERS' ORGANIZATION FOR WAR SERVICE (INCLUDING MILL SUPPLIES).

A federation of organizations, each branch of the industry being organized according to its own desires, and represented by a central executive committee. It was formed January 17, 1918, and opened a Washington office on April 9 in order to bring the resources and specialized knowledge of the trade into contact with Government agencies. The firms engaged in the industry were grouped in sections (wire and heavy hardware, builders' hardware and small castings, sheet metal work, tools for wood working, tools for metal working, agricultural tools, cutlery, general supplies, mill and foundry supplies, wooden products, etc.). Each of these sections was further divided into numerous commodity divisions. Murray Sargent, executive manager, became chief of the Hardware and Tool Section of the War Industries Board, July 1, 1918. In September it was certified as a regular war service committee in the usual manner; and on December 9, 1918, it voted to turn over its records and assets to the American Hardware Manufacturers' Association. Charles W. Asbury, president. Fayette R. Plumb, chairman of executive committee.

HARDWARE AND METALS BRANCH, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Organized April 16, 1918, to have charge of the procurement of hardware and kindred items. This branch was abolished May 18, 1918, and its duties were transferred to the Hardware and Metals Division.

HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Created May 18, 1918. This division had charge of the procurement of hardware, office equipment, personal accessories, and kindred items. The division was abolished October 28, 1918, and its duties were transferred to the General Supplies Division. The division functioned through the following branches: Metals and Heavy Hardware, Small Tools and Chests, Kitchen and Camp Equipment, Office Equipment and Sundries, Contracts and Purchases, Production and Inspection, Administration, Statistics. William A. Graham, chief.

HARDWOOD EMERGENCY BUREAU, NORTHERN.

Formed in November, 1917, by a union of the Michigan Hardwood Manufacturers' Emergency Bureau and the Northern Hemlock and

Hardwood Manufacturers Emergency Bureau, which had operated independently since June 14, 1917. It handled Government emergency orders for lumber in cooperation with the Lumber Section of the War Industries Board, making shipments for Government activities in Illinois, Michigan, Ohio, Kentucky, Pennsylvania, and Maryland. At the time of the signing of the armistice it had completed arrangements at the request of the Aircraft Production Board and the Lumber Section to produce the necessary birch and basswood logs to meet the 1919 program for veneer for aircraft purposes; but with the cessation of hostilities, the activities of the bureau ceased. It was formally disbanded February 1, 1919. Charles A. Bigelow, president.

HARDWOOD EMERGENCY BUREAU, SOUTHERN.

Organized in June, 1917, at the suggestion of the Lumber Cooperative Committee of the Council of National Defense by the Hardwood Manufacturers' Association. Its office was established at Cincinnati. The functions were to tabulate stocks to expedite shipments, and to distribute Government orders. Orders for foreign Governments were also placed through this bureau. It was run on a cooperative basis, the expenses being prorated among those mills receiving orders. F. R. Godd, secretary.

HARNESS SECTION, LEATHER AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed October 8, 1918. It was responsible for procurement, production, and inspection of harness and leather equipment, specifications, and designs for saddlery hardware. A. F. Cochran, chief.

HARNESS, BAG, AND STRAP LEATHER SECTION.

See *Upper and Harness, Bag and Strap Leather Section, War Industries Board.*

HARNESS AND PERSONAL EQUIPMENT SECTION, HIDES, LEATHER, AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

Formed June 12, 1918. This section obtained and furnished to manufacturers too distant to make trips to Washington information regarding their industry. Conservation plans were also made, which, through a circular issued by the Conservation Division October 5, 1918, eliminated 75 per cent of styles and types. No steps toward price fixing or restrictions as to sales in this industry were found necessary. Charles A. Rogers, chief.

HARNESS AND SADDLERY ADJUSTMENT COMMISSION, NATIONAL.

Created by an agreement between the United States of America and 45 harness and saddlery manufacturers and the United Leather Workers' International Union on September 26, 1917. It was the function of the commission to adjust all differences between contractors and employees engaged in the production of harness and saddlery for the Government. The agreement was to be in force for the duration of the war. It provided that there should be no interruption of work under Government contract. The commission fixed standard wages for skilled workers and hours of labor. It consisted

originally of five members. Three of these were appointed by the Secretary of War, one of whom was chairman of the commission. Of the other two War Department representatives, one was appointed to act on matters affecting the Quartermaster Department and the other on matters affecting the Ordnance Department. In addition there was one representative of the contractors and one of the union. When the purchase of all harness and leather goods was centralized in the Purchase, Storage and Traffic Division, the War Department representation on this commission was reduced to one, the chairman. Stanley King was the first chairman. In July, 1918, he was succeeded by Maj. Samuel J. Rosensohn. The commission was dissolved in January, 1919.

HAT REPAIR BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established April 16, 1918, and responsible to Reclamation Division prior to April 22, 1918. It was abolished October 28, 1918, when its duties were taken over by the Clothing Renovation Branch, Salvage Division. E. Leroy Cummings, chief.

HAT WAR SERVICE COMMITTEE, WHOLESALE.

Appointed July 10, 1917, to represent the manufacturers of wholesale hats, fur felt hats, and straw hats. The committee was subdivided into the Felt Hat and Straw Hat Committees in August, 1918. R. G. Langenberg, chairman.

HATTERS' FUR CUTTERS WAR SERVICE COMMITTEE.

Organized August 2, 1918, with Aaron Naumburg as chairman, to represent the Hatters' Fur Cutters before the War Trade Board and the War Industries Board.

HEAD SURGERY, SECTION OF; DIVISION OF SURGERY, SURGEON GENERAL'S OFFICE.

Established by verbal order of the Surgeon General, July, 1917. Its principal duties were as follows: The classification of commissioned personnel; the standardization of equipment and material; the revision of physical standards for entrance into the Army as regards eye, ear, nose, and throat; the organization of instruction in camps and special schools; and the recommendation of specialists for hospitals in the United States and for service abroad. From the date of its creation to June 8, 1918, the section was under the control of Maj. (later Brig. Gen.) F. C. Lyster, and from June 8, 1918, to the signing of the armistice, under the supervision of Lieut. Col. (later Col.) Walter R. Parker. There were subsections of Ophthalmology, Otolaryngology, and Neuro-Surgery, and a Maxillo-Facial Subsection.

HEALTH AND MEDICAL RELIEF, COMMITTEE ON; DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Appointed September 25, 1918. This committee was directed to conduct a survey of health conditions among the employees of railroads under Federal control and to submit recommendations concerning methods of improvement. D. Z. Dunott, chairman.

HEALTH AND RECREATION DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

The purpose of this department, originally called Department for the Safeguarding of Moral and Spiritual Forces, was to cooperate with the various social welfare organizations in providing conditions for the protection of the health and facilities for recreation in camps and camp vicinities. It helped to provide canteens, entertainments, libraries, and recreation centers, and to secure hospitality for soldiers in homes in the neighborhoods of camps. As a part of its protective work for girls it gave classes in social hygiene, had police women appointed to inspect dance halls, secured the establishment of special clinics and proper detention homes, and cooperated with the Young Women's Christian Association in providing forms of patriotic work and recreation. Mrs. Philip N. Moore, chairman.

HEALTH AND SANITATION, DEPARTMENT OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized in December, 1917. Upon the formation of the General Service Division in February, 1918, it became the Department of Welfare and Sanitation of that division, and upon the organization of the Industrial Relations Division in May, 1918, it became the Health and Sanitation Section. Its functions were to improve sanitary conditions in and about old shipyards and establish standard conditions in new ones. It supervised all matters pertaining to the physical welfare of the shipworker, made provision for dispensaries, hospital facilities, medical inspection, and quarantine; investigated and corrected problems of water supply, sewage disposal, toilet facilities, and sanitary conditions in restaurants and living quarters; and waged campaigns for the extermination of flies and mosquitoes, and the education of the shipworker in matters of hygiene. Lieut. Col. Philip Schuyler Doane was head of the service up to November, 1918, after which it was taken over by the United States Public Health Service under the terms of an Executive order of the President, issued July 1, 1918.

HEALTH AND SANITATION SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Health and Sanitation Department, United States Shipping Board Emergency Fleet Corporation.*

HEMLOCK AND HARDWOOD MANUFACTURERS' EMERGENCY BUREAU.

See *Northern Hemlock and Hardwood Manufacturers' Emergency Bureau.*

HIDE AND LEATHER CONTROL BOARD, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Established February 7, 1918, under the reorganization of the Quartermaster Department, with C. F. C. Stout, chief. This board shortly became the Hide and Leather Control Branch of the Supply and Equipment Division (later the Clothing and Equipage Division). In the latter part of March the chief of the Hide and Leather Control Branch was appointed by the chairman of the War Industries

Board as chief of the Hide, Leather, and Tanning Materials Section of the War Industries Board. However, about May 15, 1918, the work relating to tanning materials together with its personnel was transferred to the Chemical Division. On October 1, 1918, the personnel of the Hide and Leather Control Branch of the Quartermaster Corps, with the exception of an attached body of field men, was transferred to the War Industries Board; and the Hide, Leather, and Tanning Materials Division became the Hide, Leather, and Leather Goods Division of the War Industries Board. For the functions of the board and the sections established by it see *Hide, Leather, and Leather Goods Division, War Industries Board.*

HIDE AND LEATHER CONTROL BRANCH, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

A reorganization of the Hide and Leather Control Board, under the same chairman, C. F. C. Stout, with jurisdiction over the production of leather of all kinds and tanning materials, functioning through the following sections: Sole and Belting Leather, Upper Leather, Harness, Bag and Strap Leather, Sheepskins and Glove, Administrative, Tanning Materials, Hides and Skins. After the transfer of the chief from this branch of the Quartermaster Corps in March, 1918, to the Hide, Leather, and Tanning Materials Section of the War Industries Board, because of a question which arose over the transfer of the jurisdiction over tanning materials, the work relating to tanning materials and the personnel connected therewith were transferred May 15, 1918, to the Chemical Division, War Industries Board. The formation, beginning in May, 1918, of finished (leather) production sections by the War Industries Board brought about the transfer of the personnel of the branch, with the exception of certain field men, from the Quartermaster Corps to the War Industries Board on October 1, 1918. The Hide, Leather, and Tanning Materials Section of that board thereupon became its Hide, Leather, and Leather Goods Division.

HIDE, LEATHER, AND LEATHER GOODS DIVISION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, as a reorganization of the combined Hide and Leather Control Branch of the Quartermaster Corps and the Hide, Leather, and Tanning Material Division of the War Industries Board. It organized eight finished products sections: Sole and Belting Leather; Upper Leather; Harness, Bag, and Strap Leather; Sheepskins and Glove Leather; Boots and Shoes; Harness, Saddlery, and Personal Equipment; Gloves and Leather Clothing; Belting; Hides and Skins. The division provided for Government, civilian, and allied requirements, and placed the leather industry on a war footing by protecting it against collective buying of other nations, by stabilizing prices, by eliminating nonessentials, and by allocating materials. The division was discontinued December 31, 1918. C. F. C. Stout, chief.

HIDE, LEATHER, AND TANNING MATERIAL DIVISION.

See *Hide, Leather, and Leather Goods Division, War Industries Board.*

HIDE, LEATHER, TANNING MATERIAL, AND LEATHER PRODUCTS SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created March 26, 1918, to handle all matters in connection with the hide and leather industry, taking over the work done in the Quartermaster Corps since February, 1918. It built up a program of control and allocation of suitable hides, of manufacture of suitable leather, of elimination of nonessentials and of practice of economies in conjunction with the industries themselves and the Conservation Division, War Industries Board. On October 1, 1918, this section and its subsections (Sole Leather, Upper Leather, Harness, Bag and Strap Leather, Sheepskin and Glove Leather, Hides and Skins, Harness Saddlery and Leather Equipment, Boots and Shoes) were absorbed into the reorganized Hides, Leather, and Leather Goods Division, War Industries Board. C. F. C. Stout, chief.

HIDE AND SKIN SECTION, HIDES, LEATHER, AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

This section began work May 2, 1918, its members also serving on the Hide and Leather Control Branch of the Supply and Equipment Division of the Quartermaster Corps until that was abolished October 1, 1918. It was organized to prevent a runaway market threatened because of embargo on imports and increased Government demands. It published a schedule of maximum prices May 1, 1918 (republished in corrected form June 7), which had been recommended to and adopted by the Price Fixing Committee; it established allocation to meet restrictions on sale and importations of foreign hides made by the War Trade Board; it made a regulation August 1, 1918, designed to conserve domestic hides and skins by improving the take-off and subsequent care of hides. The work of the section was discontinued December 31, 1918, with a recommendation that its activities be continued by the Bureau of Markets of the Department of Agriculture. Owen C. Howe, chief.

HIGHWAYS COUNCIL, UNITED STATES; DEPARTMENT OF AGRICULTURE.

The first meeting of the United States Highways Council was held June 8, 1918. It included one representative each from the War Department, the Department of Agriculture, the United States Railroad Administration, the War Industries Board, and the United States Fuel Administration. The purpose of the council was to coordinate the functions of all Government agencies in so far as they related to streets and highways. It constituted a single agency in the nature of a clearing house where all such projects calling for Government action might be considered. It was the policy of the council to work through the various State highways departments. One important phase of the council's work was to emphasize the necessity for conserving money, transportation equipment, labor, and materials by restricting street and highway work to the most essential needs. L. W. Page, chairman.

HIGHWAYS TRANSPORT COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

The Highways Transport Committee was organized and held its first meeting November 15, 1917. Its purpose was to strengthen the national transportation system by encouraging traffic upon the coun-

try's highways, particularly to afford relief to the railroads. A decentralized plan of organization was drawn up to carry out the policies of the committee. There were State highways transport committees, responsible to each of which were five district committees. Subordinate to the district committees were county committees, which in turn worked through community committees. Necessarily this organization frequently varied in its details. It was also found desirable to appoint regional chairmen to supervise the work in certain groups of States, called regions. They assisted in maintaining contact between the State highways transport committees and Washington headquarters. The organization formulated and carried out a number of important policies. It assisted the War Department in the routing of its motor-truck convoy service, which had for its object the quick delivery of Army trucks, the saving of railroad transportation, and the training of Army truck drivers. It encouraged the removal of snow from the main highways. It sought to relieve railroad terminal congestion by causing the delivery of goods directly to consignees immediately upon arrival, and it encouraged the carrying of return loads by motor vehicles. It developed rural motor express routes from agricultural areas to consuming centers or shipping points, thus facilitating the delivery of food products and saving farm labor which would otherwise have been required in carrying them to market. The original committee consisted of Roy D. Chapin (chairman), Logan W. Page, and George H. Price. Mr. Price was later succeeded by H. G. Shirley. Mr. Chapin was succeeded by J. S. Cravens in January, 1919. On April 9, 1919, a reorganization was effected, after which the personnel of the committee was as follows: J. S. Cravens, Council of National Defense, chairman; J. I. Blakslee, Fourth Assistant Postmaster General; J. M. Goodell; J. H. Collins; R. S. MacElwee; C. W. Reid, executive secretary; and G. B. Clarkson, director of the council, ex officio. There was also an advisory board, consisting of W. P. Eno, A. H. Blanchard, C. A. Musselman, Raymond Buck, and J. T. Stockton.

HIGHWAYS WAR SERVICE COMMITTEE.

Appointed in November, 1918, by the Highway Industries Association representing that association, the American Association of State Highway Officials, and the American Automobile Association. S. M. Williams, chairman.

HISTORICAL BRANCH, WAR PLANS DIVISION, GENERAL STAFF.

Organized in March, 1918, to compile historical data relating to American participation in the War of 1917. Its work was performed by an administration section and by other sections upon General Military History, Military Mobilization, Economic Mobilization, Diplomatic Relations, Operations, and Pictorial. Col. C. W. Weeks, chief.

HISTORICAL SERVICE, NATIONAL BOARD FOR.

Created April 28, 1918, at a conference of historians held in Washington. It remained in continuous session throughout the war, under the successive chairmanship of James J. Shotwell, Evarts B. Greene, and Dana C. Munro. It provided material and expert

critical service for various agencies, including in particular the Committee on Public Information and the War Issues Course of the Students' Army Training Corps.

HOG CHOLERA CONTROL, OFFICE OF; BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division organized February 17, 1917. The work of this office in suppressing hog cholera became of great importance during the war because of the vital necessity of food conservation. The office increased its force of veterinarians from 85, the normal number, to about 160. The work was extended to fourteen States that had not been touched prior to the war, and activities were extended to cover the entire area of States that had previously been covered only in part. The results of these additional efforts were shown in a rate of swine mortality from hog cholera for the year ending June 30, 1918, of 38 per 1,000, the lowest on record. O. B. Hess, in charge.

HOLLOW BUILDING TILE WAR SERVICE COMMITTEE.

The Hollow Building Tile War Service Committee was organized by the building material section of the War Industries Board. The committee maintained an office in Washington; allocated orders for tile for various branches of the Government, and maintained an engineering department to counsel and advise with the construction divisions of various Government departments. The committee reduced the number of sizes of tile which were used in conformity with the government-adopted standards of manufacture. H. M. Keasbey, chairman.

HOME CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized April, 1918. Experiments were made for the development and providing of conservation recipes and the results made known in newspapers and periodicals and by pamphlets distributed through libraries, women's organizations, and State merchants' associations. The work was decentralized by the appointment in each State of a home economics director. Miss Sarah Splint, Miss Martha Van Rennsselaer, chiefs.

HOME ECONOMICS, OFFICE OF; STATES RELATIONS SERVICE, DEPARTMENT OF AGRICULTURE.

A permanent office, the war-time functions of which included studies of war foods and diets and the preparation of numerous pamphlets for use in connection with the extension work, and for general distribution by the Department of Agriculture and United States Food Administration. In cooperation with other bureaus the office made special studies of the use of dried fruits and vegetables, of the use of cottage cheese, and other matters relating to food values and uses of milk, in order that proper use might be made of these available foods to take the place of wheat and fats desired for exportation to European countries. In connection with the United States Food Administration, the Bureau of Education and Department of Interior it issued a series of leaflets for popular use in educating the public to the necessity for changing its diet to release wheat and fats,

and in addition gave a good deal of attention to thrift in the use of clothing, household supplies, and equipment. It also prepared a series of outlines for courses of instruction in food conservation designed for women college students interested in food conservation who were to go back into their own communities as volunteer workers. C. F. Langworthy, chief.

HOME AND FOREIGN RELIEF DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Established to cooperate with the American National Red Cross and other relief organizations, and in the States the intensive organization of the State divisions was frequently used to raise funds or recruit workers for relief agencies. Miss Maude Wetmore, chairman.

HOMESEEKERS' BUREAU, AGRICULTURAL SECTION, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

The Homeseekers' Bureau was established in January, 1919, for the purpose of furnishing information to returning soldiers and to war workers regarding land available in various parts of the country for farming, stock raising and dairying. Literature describing opportunities of this sort was made available for distribution at railroad ticket offices, demobilization camps, etc. Railroad agricultural agents, as members of the Homeseekers' Bureau, were organized into State groups and were given the task of gathering the necessary data. The States within whose boundaries most of the available land was located were divided into two groups, one of which was supervised by the North and West Committee of Railroad Agricultural Agents, and the other by the South Committee of Railroad Agricultural Agents. The Railroad Administration also cooperated with the State agricultural colleges and the State boards of agriculture. J. L. Edwards, manager of the Agricultural Section of the Division of Traffic, had general charge of the work, while J. T. Janell was supervisor of the bureau itself.

HOMES REGISTRATION AND INFORMATION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

The United States Housing Corporation began its work of relieving housing congestion through this division. When the housing needs of a community executing war contracts had been indorsed by a Government department the corporation established a Homes Registration Service through one of its field agents in cooperation with local and civic and welfare organizations. A survey of the city was made to determine the number of vacant rooms and houses available, a "Take-a-Roomer" campaign was waged, and a registry of vacancies was maintained for public use. A Committee on Rent Profiteering was appointed to hear cases brought before it and to publish the facts if the landlord refused to make adjustment. The Washington division settled disputes arising between landlord and tenant in connection with the Saulsbury resolution. When the armistice was signed, 66 room registries had been established, and a total of 31,389 placements had been made. The division worked

through the Information, Education, and Reference Library Sections, and the Committee on Requisitioned Houses. Dr. James Ford, manager.

HOOKS AND EYES WAR SERVICE COMMITTEE.

Organized November 7, 1918, with George A. Driggs as chairman, to represent the manufacturers of hooks and eyes.

HOSIERY WAR SERVICE COMMITTEE.

Appointed to represent the hosiery, underwear, and sweater divisions of the knitting industry, in accordance with a recommendation of the United States Chamber of Commerce, and organized January 15, 1918. It operated through subcommittees on Government Service, Distribution, Transportation and Foreign Trade, and Priority. In August the committee was reorganized by the Chamber of Commerce. After the armistice it undertook to assist the Surplus Property Division of the War Department in disposing of surplus hosiery. F. L. Chipman, chairman.

HOSPITAL DIVISION, SURGEON GENERAL'S OFFICE.

Established June, 1917. This division was responsible to the Surgeon General for the establishment and operation of (1) all general hospitals in the United States for the treatment of all general hospital cases, returned oversea casualties, and other classes of patients requiring treatment therein; (2) all base hospitals at the larger camps and cantonments in the United States; (3) all debarkation and embarkation hospitals at United States ports; and (4) department hospitals. Prior to March 25, 1919, the Hospital Division functioned through the Administrative Branch and the Planning and Construction Branch. After March 25, 1919, it functioned through the Procurement, Administration, Census, and Inspections sections. The division was directed successively by the following chiefs: May 21, 1917, to February 11, 1918, Col. J. D. Glenman; February 12, 1918, to October 15, 1918, Brig. Gen. R. E. Noble; October 15, 1918, to March 25, 1919, Col. Winford H. Smith, and from March 25, 1919, Lieut. Col. Floyd Kramer.

HOSPITAL FURNITURE WAR SERVICE COMMITTEE.

Organized September 19, 1918, with S. G. Scanlon as chairman, to represent the manufacturers of metal hospital furniture. The committee cooperated with the Medical Section of the War Industries Board. A. M. Clark was later elected chairman.

HOSPITALS COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

This committee classified the hospitals of the United States, its card catalogue data including also nursing and social service; it worked out a plan for hospitalization of returned soldiers, made studies of uniformity in names of diseases, injuries, and operations. Dr. Winford Smith, chairman, succeeded by Dr. Joseph M. Flint.

HOSPITALS WAR SERVICE COMMITTEE.

Organized September 17, 1917, by the American Hospital Association to advise the Government as to the use of general hospitals for military purposes. It collaborated with the Committee on Hospitals working under the General Medical Board of the Council of National Defense. Dr. S. S. Goldwater, chairman.

HOTEL, RESTAURANT, DINING CAR, AND STEAMSHIP SECTION, CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in August, 1917. The country was divided into eight districts, each with a prominent hotel man in charge; and in each State a chairman was appointed to organize the work among hotels and restaurants and to cooperate with the State food administrator. Pledge cards were used as a basis of compliance with the wishes of the division and control was voluntary in all cases except over flour and sugar. A steamship section was formed October 30, 1917. Cooperation of dining-car services was secured through the Association of Dining Car Superintendents. John McE. Bowman in charge.

HOUSING BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in December, 1917. It supervised the scope and design of housing projects for industrial workers at private and Government-owned plants where ordnance material was manufactured. Where the funds for housing projects were provided by the Ordnance Department, this branch outlined the general scheme of development, prepared sketch plans for buildings and street layouts, estimated costs, and approved the developed projects. After the formation in July, 1918, of the United States Housing Corporation, which thereafter carried out all new Government housing projects except those for the Shipping Board, it was the function of this branch to analyze and present the needs for housing at ordnance establishments and to make requests that these needs be supplied by the Housing Corporation. P. R. Macneille, chief.

HOUSING, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

A committee of five, appointed by the Council of National Defense in October, 1917, to report on the situation regarding housing of industrial workers. A two-weeks' hearing was held in October, and showed the extent to which war contracts were being held up because of lack of housing for available labor. The committee recommended to the council that a Government agency be enacted and funds appropriated to provide such housing, and a special report on the financing of such an enterprise was made. On January 10, 1918, the administration of housing matters was taken over by the Department of Labor, and on February 12, the chairman became director of the Bureau of Industrial Housing and Transportation. Otto M. Eidlitz, chairman.

HOUSING COMMITTEE, WOMEN IN INDUSTRY DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

A committee of representative women employees in Government offices called together by the chairman of the Women in Industry

Department. It advised with the chairman of the Committee on Living Conditions of the Department of Labor concerning housing problems in Washington. Suggestions were drawn up by the committee to express the needs and wishes of women workers in regard to housing.

HOUSING CORPORATION, UNITED STATES; BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

Incorporated under the laws of New York July 10, 1918, with a capital stock of $100,000,000 held by the Secretary of Labor. The incorporation made it possible for the bureau to carry on its work more independently than otherwise, and to pay taxes to States and municipalities which cooperated with the bureau in the new developments by providing public utilities. The organization and personnel of the United States Housing Corporation and the Bureau of Industrial Housing and Transportation were identical. The board of directors was as follows: Otto M. Eidlitz, president; Joseph D. Leland, 3d vice president; Burt L. Fenner, secretary; George G. Box, treasurer; John W. Alvord, Charles B. Howland, Frederick L. Olmstead, William E. Shannon, and William J. Spencer. After February 26, 1919, the officers were: L. K. Sherman, president; Irving E. Macomber, vice president; C. H. Brewster, treasurer; and Stuart Chevalier, secretary.

HOUSING DEPARTMENT, DIVISION OF GENERAL SERVICE, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created in December, 1917, as part of the Shipyard Plants Division, to undertake the solution of the housing problem in shipyards. Investigation showed that the lack of housing facilities for shipyard workers and the resulting enormous labor turn-over were seriously hampering the program of ship construction. The department caused the shipyard housing bill to be introduced in Congress. The bill, which was passed March 2, 1918, made an appropriation of $50,000,000 for shipyard housing, the amount being later increased to $75,000,000, with an additional $20,000,000 for transportation. On February 23, 1918, the department was transferred to the Division of General Service. On May 7, 1918, the department was consolidated with the Passenger Transportation Service Section to form the Division of Passenger Transportation and Housing. J. Rogers Flannery, director.

HOUSING DEPARTMENT, PASSENGER TRANSPORTATION AND HOUSING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created May 7, 1918, upon the organization of the Passenger Transportation and Housing Division. When congested housing conditions in a shipyard district were reported to the section, investigation was made of the yard, its contracts with the Emergency Fleet Corporation, its standing. and the number of its employees. After existing housing had been made available by making a house-to-house canvass and by extending transportation facilities to less congested districts, construction was undertaken. Sites, in all cases but Hog Island and St. Helena, were acquired without expense to

the Emergency Fleet Corporation, in any of the following methods: (1) For the account and with the funds of the shipbuilder; (2) from a fund contributed by citizens to a corporation formed for the purpose; (3) through a corporation formed by some public body, such as a board of trade. In each case a corporation or realty company subsidiary to the shipbuilding company was formed to take title to the land. The realty company gave bond for all advances made, secured by blanket mortgage, with provisions for release in case of sales to shipyard workers. Loans were then made by the Emergency Fleet Corporation to the realty company through the shipbuilding company. Control of sales and rental was in the hands of the corporation for the period of the war. Public utilities, including street improvements, gas, electricity, and water, were made by local companies whether privately or municipally owned, loans being made on a 5 per cent basis, payable no later than five years after the war. The construction of the projects was handled by the Production Bureau of the Housing Department, the architect, engineer, and town planner being especially employed on a cost-plus-fixed-fee basis, and the supervisor, project engineer, and superintendent being salaried employees of the Emergency Fleet Corporation. Materials were purchased through the Construction Division of the Army, and laborers were paid by the corporation at a scale fixed by the Labor Adjustment Board. Management of the finished houses was under the control of the Property Bureau which had supervision of the managers of each realty company. J. Willison Smith was director.

HOUSING, SECTION ON; SUBCOMMITTEE ON WELFARE WORK, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Appointed June 28, 1917, by the chairman of the Committee on Labor. It carried on the first general investigation of housing conditions in munitions-making and shipbuilding centers throughout the country. Philip Hiss, chairman of the section, conducted the investigation at his own expense. The work was continued after October, 1917, by the Committee on Housing, Council of National Defense.

HOUSING AND HEALTH DIVISION, WAR DEPARTMENT.

Created to consider the matter of housing and health of Government employees and Army and Navy officers stationed in Washington. The division gave legal advice on rights of tenants under the Saulsbury resolution enacted to check raising of rents and eviction during the war, and under the soldiers and sailors civil relief act in so far as it pertained to housing and to landlord and tenant proceedings. Capt. Julius I. Peyser, chief of the division, represented tenants in such cases tried in the municipal courts. The health and recreation of employees was looked after by two subsidiary organizations, the War Department Red Cross Auxiliary, and the Government Recreation League. The division was disbanded March, 1919.

HYGIENE DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent division whose function is to investigate conditions affecting the health and welfare of children and to report on these investigations. Dr. Anna E. Rude, director.

HYGIENE AND SANITATION COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed with Surgeon General Rupert Blue, chairman. It recommended camp and cantonment zone military control to guard against venereal infection, and indorsed the action of War and Navy Departments in prohibiting sale of alcoholic beverages within such zones. It organized and worked through the following subcommittees: Venereal Diseases (later a separate committee, Civilian Cooperation in Combating Venereal Diseases), Dr. William F. Snow, chairman; Alcoholic Control, Dr. Irving Fisher, chairman; Drug Addictions, Admiral C. F. Stokes, chairman; Public Health Nursing, Mary Beard, chairman; Statistics (later separate committee), Dr. W. R. Batt, chairman; Tuberculosis, Dr. Herman M. Biggs, chairman.

IMMIGRANT EDUCATION DIVISION, BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

It had a program for the education and assimilation of the foreign born, holding various conferences on Americanization during 1918. It worked in conjunction with the Council of National Defense. In September, 1918, the work was rearranged, in charge of a new Americanization division. H. H. Wheaton, in charge.

IMMIGRATION, BUREAU OF; DEPARTMENT OF LABOR.

A permanent bureau whose duties are connected primarily with the enforcement of the immigration and Chinese-exclusion laws. During the war certain special activities were also performed by it. The custody of the alien enemies taken from the German merchant ships in our harbors at the declaration of war was at first placed in the hands of this bureau. An internment camp for the care of these aliens was established at Hot Springs, N. C. The bureau relinguished its control over alien enemies on July 1, 1918, when they were turned over to the War Department. It had control over the temporary admission of otherwise inadmissible aliens from Canada, Mexico, the West Indies, or other places, for contract work on farms, railroads, mines, etc. It cooperated with the Department of State in the promulgation and enforcement of passport regulations, with the Departments of War, Navy, and Justice in war investigation work concerning aliens of all classes, and rendered assistance in the enforcement of the espionage, trading with the enemy, and sabotage laws. Commissioner General of Immigration, Anthony Caminetti, Washington, D. C.

IMMIGRATION COMMITTEE, CHAMBER OF COMMERCE OF THE UNITED STATES.

Appointed by the president of the chamber in December, 1915. It conducted surveys of immigration conditions in various industrial centers, made studies of probable immigration conditions after the war, stimulated interest in improved housing, and fostered the organization of Americanization and immigration committees in local chambers of commerce. It was the function of these local committees to serve as central clearing houses within their districts for the work being done in connection with immigrants by various agencies

in these districts. The national committee furnished the local committees with suggestions and plans. After the declaration of war the Americanization work of the committee became of greatly enhanced importance. Frank Trumbull was chairman of the committee.

IMPLEMENT AND VEHICLE ASSOCIATION, NATIONAL.

Met in Chicago in March, 1918, as a result of a request based upon a conference between the War Industries Board and the war service committee of the implement industry, and formed four divisional committees: Steel Plows and Tillage Implements; Chilled Plows; Grain Drills; Seeders; Farm Elevators, etc. These committees recommended nearly 2,000 styles and types for elimination. The association cooperated with the Priority Board of the War Industries Board.

IMPORTERS OF HIDES AND SKINS, NATIONAL ASSOCIATION OF; WAR TRADE COMMITTEE.

The committee was organized in January, 1918, to represent the association with the Government in a confidential way and to furnish the members of the association with rulings affecting the importation and exportation of hides and skins. F. H. Briggs, chairman.

IMPORTS, BUREAU OF; WAR TRADE BOARD.

The bureau administered the license system for imports under proclamation of November 28, 1917, and February 14, 1918, pursuant to the trading with the enemy act, working through various trade associations which had hitherto cooperated with foreign governments as consignees of commodities permitted to be shipped to the United States, and which continued to allot imports within the trade. The principal associations were: Rubber Association of America, American Iron and Steel Institute, Textile Alliance, U. S. Shellac Importers' Association, Tanners' Council, American Diamond Committee, Plumbago-Graphite Association, Asbestos Trades Bureau, Chemical Alliance, Emery and Corundum Importers and Manufacturers' Association, Ivory Nut Importers' Association, and Silk Association of America. The bureau was in charge of P. C. Anderson and F. B. Peterson.

INDIAN AFFAIRS, OFFICE OF; DEPARTMENT OF THE INTERIOR.

A permanent office having charge of the Indian tribes of the United States (exclusive of Alaska), their education, lands, moneys, schools, purchase of supplies, and general welfare. During the war, at the request of the Provost Marshal General, this bureau undertook the registration of the Indians under the provisions of the selective service act at those places where its officials could better handle the work. The bureau conducted a campaign for increased food production on Indian reservations and through Indian labor. In Arizona crops of the new long staple cotton used in the manufacture of aeroplanes were raised on large areas of Indian land. Large areas of spruce timber on Indian reservations were also made available for use in the construction of aeroplanes. Cato Sells, commissioner.

INDUSTRIAL ADVISERS, DISTRICT BOARDS, PROVOST MARSHAL GENERAL.

Upon the amendment of the selective service act on August 31, 1918, it became necessary to arrange for special assistance to the district boards for obtaining data upon occupational claims for deferment. Each district board was directed to appoint three persons, to be known as industrial advisers; one to be nominated by the Department of Labor, one by the Department of Agriculture, and one by the district board itself. It was the duty of these advisers to confer with the managers and heads of various industries and those familiar with the needs in other occupations, including agriculture; to instruct such persons as to their right to file claims for deferred classification for registrants in their employ; and to furnish to the district boards all information which might be useful in the work of classification. By November 11, 1918, 126 out of the 155 district boards had announced the appointment of their respective quotas of industrial advisers.

INDUSTRIAL BOARD, DEPARTMENT OF COMMERCE.

A postwar board in the Department of Commerce organized in February, 1919, with the President's approval. Its object was the stabilizing of prices to encourage a resumption of buying and so to relieve the stagnant condition of industry. The plan involved cooperation in buying by all Government agencies and was based upon conferences with representatives of important industries to learn the lowest level of prices possible without disturbance of existing wage levels. Failing to secure the cooperation of all Government buying agencies, the board was disbanded in May, 1919. George N. Peek, chairman.

INDUSTRIAL DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

In existence prior to the outbreak of war. The work of the Industrial Division included the following: the inspection of all material coming under the control of the Bureau of Ordnance; the standardization of policies and methods of procedure relating to inventions, patents, etc.; the administration of matters relating to the selective service regulations; the administration and standardization of policies and methods of procedure in all matters relating to labor; conditions of industrial employment; investigation, arbitration, and settlement of labor disputes. The division worked in conjunction with other bureaus and Government departments. It functioned through the Inspection, Patent, Selective Service, and Labor Sections. The General Inspector of Ordnance served as chief of the division.

INDUSTRIAL DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent division whose function is to report upon the employment of children, their industrial opportunities and training, the employment of mothers, and other conditions of industry which affect the well-being of children. Miss Emma Duke, director.

INDUSTRIAL CONDITIONS SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Formed November 30, 1918, and soon transferred to the War Trade Board. See *Commodities Statistics Section, War Industries Board.*

INDUSTRIAL COOPERATION SERVICE, DEPARTMENT OF COMMERCE.

The Industrial Cooperation Service was organized January 1, 1919, with the President's approval, as a section of the office of the Secretary of Commerce to continue, so far as practicable, the work of the Conservation Division of the War Industries Board. It sought to assist the industries of the country in standardizing industrial products, in reducing the cost of production and distribution by the introduction of better business methods, and in the development of new uses and markets for by-products. It endeavored to cooperate with industries in obtaining needed information from the various governmental agencies. Because of failure of appropriation for its support, the service lapsed on June 30, 1919. John Cutter, chief.

INDUSTRIAL EDUCATION SECTION, ADMINISTRATIVE DIVISION, ORDNANCE DEPARTMENT.

By Office Order 326, dated September 7, 1918, the Advertising Branch of the Information Section was created a separate section of the Administration Division to be known as the Industrial Education Section. The object of the section was to develop a patriotic enthusiasm among the workers in all ordnance plants and thus to bring about increased productivity. The idea was to impress upon the working man and the employer the fact that their labor had a direct bearing upon the outcome of the war. The campaign was carried on by means of posters and stuffers for pay envelopes, addresses at war workers' meetings, advertising, and motion pictures. The organization in Washington consisted of the chief of the section, Capt. C. R. Dickinson, and one expert in each of the following lines: Motion pictures, war workers' meetings, posters, and booklet work. There were district representatives in 11 cities that were centers of ordnance industry. Each representative was in charge of the campaign in his district making use of matter that was distributed to him by the central office.

INDUSTRIAL FURLOUGH SECTION, ADJUTANT GENERAL'S OFFICE.

Under the provisions of the act of Congress approved March 16, 1918, the Chief of Staff on May 13, 1918, authorized furloughs of indefinite duration to enlisted men for the purpose of engaging in industries essential to the prosecution of the war. In May, 1918, the Industrial Furlough Section was organized to grant these furloughs under certain conditions laid down by the Chief of Staff. On November 11, 1918, approximately 10,000 industrial furloughs had been granted, and about 63,000 men had been released, by indefinite furlough without pay or allowances, for carrying on production for various branches of the War Department. The section was discontinued December 31, 1918, and the records transferred to the Enlisted Division, Adjutant General's Office. Darragh de Lancey was chief of the section.

INDUSTRIAL GASES AND GAS PRODUCTS SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed to supersede the Coal-Gas Products Section, War Industries Board. It handled 20 commodities, but confined its activities

principally to toluol, which it commandeered and allocated, to acetylene (calcium carbide) and saccharine, the export of which it controlled. It stimulated and increased the production of all the commodities in its charge. The capacity of new oxygen plants, in course of construction or enlargement and due to start producing between October 1 and December 31, 1918, was 48,000,000 cubic feet per month. The section was discontinued December 31, 1918. John M. Morehead, chief.

INDUSTRIAL HOUSING AND TRANSPORTATION, BUREAU OF; DEPARTMENT OF LABOR.

Organized in February, 1918, to take charge of the problem of housing workers engaged in war industries. Pending the passage of the bill appropriating $60,000,000 for the purpose, introduced February 2, 1918, the expenses were borne by the President's emergency fund. The bill was approved May 16, 1918. The appropriation was increased to $100,000,000 by an amendment approved July 8, $10,000,000 of the amount being designated for housing war workers in Washington. By act of June 4, 1918, the President was authorized to form a corporation to carry on the work; this power, together with that conferred by the act of May 16, he conferred upon the Secretary of Labor by Executive order of June 18, 1918. In order that the construction work might be carried on with more freedom than is usual with Government agencies, the United States Housing Corporation was organized under the laws of New York on July 9, 1918. With funds available, the bureau took up the work of relieving housing congestion in districts whose needs were indorsed by the War or Navy Departments, first by the following means: (1) Existing housing and room facilities were determined by a survey of the city, and a public registry of such vacancies maintained; (2) nearby communities capable of housing workers were linked to the congested district by means of improved or extended transportation; (3) private companies were aided in building houses for workers by securing priority orders for building materials; (4) through the Division of Survey and Statistics, the Government was aided in placing contracts where housing congestion did not exist. When these measures were found insufficient, the corporation undertook and financed the project, often a whole community in size and scope. The completed buildings were rented but were not to be sold until labor conditions and prices became more stabilized. The types of buildings included houses, apartments, dormitories, hotels, cafeterias, shops. Public utility companies, both private and municipally owned, were expected to finance the extension of such facilities to the project, being paid by the increased number of subscribers thus gained; but when the companies were financially unable to do so, the corporation lent the funds, or entered into special assessment relations in the case of the municipality. The bureau worked through the following divisions: Homes Registration and Information, Transportation, Surveys and Statistics, Real Estate, Architectural, Town Planning, Engineering, Requirements, Construction, Operating, Industrial Relations, Legal, Fiscal. The officers were as follows: Otto M. Eidlitz, succeeded on February 26, 1919, by L. K. Sherman; Joseph D. Leland, third assistant director, succeeded on

February 26, 1919, by Irving E. Macomber; Burt L. Fenner, general manager; Harlean James, executive secretary.

INDUSTRIAL HYGIENE AND MEDICINE, DIVISION OF; WORKING CONDITIONS SERVICE, DEPARTMENT OF LABOR.

The division worked in cooperation with the United States Public Health Service in the Treasury Department. As a result of an agreement reached between the two services personnel was detailed from the Public Health Service to the Working Conditions Service. The function of the division was to organize medical preventive methods and to formulate sanitary and health codes for industries. It was its endeavor to reduce occupational diseases and to discover health hazards in order to reduce labor turnover. Dr. A. J. Lanza, of the Public Health Service, was detailed to act as chief of the division.

INDUSTRIAL INVENTORY SECTION, COUNCIL OF NATIONAL DEFENSE.

The material collected by the Committee on Industrial Preparedness of the Naval Consulting Board was transferred to the Council of National Defense on December 12, 1916. This material consisted of 18,654 industrial inventories. The purpose was to provide information to the War and Navy Departments on producing plants. Additions were made and the files used by various purchasing divisions of the War and Navy Departments. John B. Anthony, chief.

INDUSTRIAL MEDICINE AND SURGERY, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Created January 28, 1918, to consider medical care and sanitation of industrial workers. The Committee on Railway Surgeons was made a subcommittee of this body. Dr. Joseph Schereschewsky, chairman.

INDUSTRIAL PLANTS, DIVISION OF; INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Organized in August, 1918. Its function was to establish personal contact between the persons employed in war industry, their employers, and representatives of the Department of Labor. For this purpose it organized Government committees among the employees in over 2,000 plants. Frank T. Hawley, director.

INDUSTRIAL PREPAREDNESS COMMITTEE, NAVAL CONSULTING BOARD.

A committee appointed by the Naval Consulting Board which had been organized in October, 1915. The committee undertook a survey of existing facilities for munitions manufactures during 1916, and gathered data from over 18,000 industrial plants. On December 12, 1916, this material was transferred to the Council of National Defense, where it formed the nucleus of the files of the Industrial Inventory Section. Head of committee, Howard E. Coffin.

INDUSTRIAL RELATIONS BRANCH, PERSONAL AND PLANNING STAFF, QUARTERMASTER GENERAL.

Established January 26, 1918, for the purpose of conducting investigations and devising plans concerning all matters relating to

labor and personnel. The branch was abolished upon the reorganization of the office of the Quartermaster General April 16, 1918.

INDUSTRIAL RELATIONS BRANCH, PURCHASE AND STORAGE.

Organized in the Supply and Equipment Division of the office of the Quartermaster General in January, 1918, to handle problems of industrial unrest in the clothing trade and in the industries having especially to do with wool, cotton, and leather. On May 18, 1918, the Supply and Equipment Division became the Clothing and Equipage Division, the functions of the Industrial Relations Branch remaining the same. On October 28, 1918, the branch became part of the General Administrative Division in the office of the Director of Purchase and Storage. The primary function of the branch was to prevent labor controversies offering interference with the production of vital war necessities. The branch attempted to establish justice and fair play in relations between employers and employees working on war contracts. The branch conducted investigations of labor problems, brought about conciliation proceedings, and established formal arbitration hearings. The Administration of Labor Standards for Army Clothing was attached to the Industrial Relations Branch. Dr. Ernest M. Hopkins was originally in charge of the branch and was succeeded about June 1, 1918, by John R. McLane.

INDUSTRIAL RELATIONS, COMMITTEE ON; CHAMBER OF COMMERCE OF THE UNITED STATES.

Organized about the end of October, 1917, to cooperate with the war labor administration in securing the maximum utilization of our labor resources during the war. It was its function to keep the membership of the Chamber of Commerce informed in regard to the actions of the various governmental agencies affecting industrial relations, to represent to these agencies the interests of the membership of the chamber, and to serve as an educational agency, keeping the membership informed of the latest developments in industrial relations and of the best experience and practice in handling problems arising in connection therewith. Henry P. Kendall was chairman of the committee.

INDUSTRIAL RELATIONS DEPARTMENT, BUREAU OF AIRCRAFT PRODUCTION.

An Industrial Relations Department under C. P. Neill was created in the Equipment Division of the Signal Corps on March 14, 1918. Upon the taking over of the Equipment Division by the Bureau of Aircraft Production in May, 1918, the Industrial Relations Department was transferred to the new bureau. The department was charged with the adjustment of industrial disputes, the organization of production campaigns through speakers, moving pictures, pamphlets, etc., the securing of an adequate labor supply and its proper distribution, the consideration of requests for deferred classification in the draft and for industrial furloughs, the standardization of wages, hours, and conditions of labor, and the provision of housing and transportation for workers. On June 28, 1918, Maj. B. H. Gitchell was appointed chief of the Industrial Relations Department.

INDUSTRIAL RELATIONS DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This division dealt with all questions of labor, wages, and employment affecting United States Housing Corporation projects. The demand for labor was so great in August, 1918, when the corporation began its work, that it was necessary for the division to establish field agents in New York and Boston, and to employ traveling field agents to recruit labor. A corps of welfare workers was organized to maintain such food, housing, and other conditions on the project that workmen would be willing to remain, and to smooth out difficulties that arose between employees and superintendent or contractor. Wages were paid in accordance with the local scale, which was largely affected by Government departments bidding against each other for labor, and, except in an emergency, a 10-hour day for six days a week was maintained. Dr. Frank J. Warne, manager.

INDUSTRIAL RELATIONS, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Formed February, 1918, to serve as a point of contact between the committee and the Department of Labor. It was first known as the Division of Industries. It issued a series of bulletins constituting a "Special service for employers." It was soon absorbed by the Department of Labor. Roger W. Babson, director.

INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created on May 17, 1918, to provide a body for the unification of all industrial relations work of the Emergency Fleet Corporation. Its principal functions were as follows: (1) The supervision of working conditions among shipbuilding laborers, including safety and sanitation; (2) recruiting and training of labor for the shipyards; (3) supervision of the work of employment management in the shipyards; (4) conciliation in labor disputes and administration of the settlements effected by the Shipbuilding Labor Adjustment Board. As it finally developed, the central organization of the Industrial Relations Division was made up of five branches and four sections, as follows: the Control, Investigation, Information and Promotion, Labor Adjustment, and Employment Management Branches; and the Education and Training, Labor Supply, Health and Sanitation, and Safety Engineering Sections. A decentralized field organization was worked out. There was a district representative of the division in each of the eleven shipbuilding districts of the country, with a staff made up of representatives of each of the four sections of the division. Under the district representatives were yard representatives who reported conditions that needed attention from the district representatives, the Shipbuilding Labor Adjustment Board, or the central office of the Industrial Relations Division. Cooperation with the Shipbuilding Labor Adjustment Board was promoted by the fact that the district representatives of the division also served as examiners for the board, and the manager of the division, L. C. Marshall, was also a member of the board. The Industrial Relations Division was abolished on May 1, 1919. Its work

was continued by a staff assistant to the director general of the Emergency Fleet Corporation. L. C. Marshall was manager of the division.

INDUSTRIAL RELATIONS, SPECIAL ASSISTANT TO THE SECRETARY OF WAR IN CHARGE OF.

Shortly after the outbreak of war the Secretary of War appointed Felix Frankfurter his special assistant to deal with problems of industrial relations affecting the War Department. In June, 1917, Mr. Frankfurter was succeeded by Walter Lippmann, and thereafter the successive incumbents of the office with the dates of their appointments, were as follows: Stanley King, September, 1917; E. M. Hopkins, July, 1918; Stanley King, September, 1918. During the first months of the war the War Department's relations with the labor problem were focused largely in this office. Such controversies as arose in the plants of contractors with the War Department interfering with war production were referred by the office of the Secretary of War to the Department of Labor for adjustment through its conciliation service. The organization of the Cantonment Adjustment Commission in June, 1917, and of the Board of Control of Labor Standards for Army Clothing in August were exceptions to the complete application of this theory. Toward the end of 1917, however, the increasing responsibilities of the War Department in connection with the procurement of necessary munitions and supplies, made it desirable for that department to assume more active functions in dealing with labor problems. Because of the War Department's more obvious connection with the winning of the war, it was in a more advantageous position than the Department of Labor for securing the cooperation of employers and employees in the settlement of industrial relations. Accordingly, beginning in the latter part of 1917, administrative agencies were set up in ordnance, quartermaster, construction, and aircraft to handle industrial relations. The office of the Secretary of War, through the special assistant, became the coordinating agency for all of the labor activities of the War Department. All questions of policy and all extensions of activity of the various bureaus in the labor fields were passed upon by the office of the Secretary in conference with the chiefs of the various industrial service sections. The office also became the connecting link between the labor activities of the War Department and outside departments and organizations.

INDUSTRIAL RESEARCH BRANCH, PERSONAL AND PLANNING STAFF, QUARTERMASTER GENERAL.

Established January 26, 1918, for the purpose of instituting inquiries and making recommendations with respect to subjects and methods of research in the several divisions. Abolished upon the reorganization of the office of the Quartermaster General, April 16, 1918.

INDUSTRIAL RESEARCH, BUREAU OF; PURCHASE, STORAGE AND TRAFFIC DIVISION.

This bureau maintained a study of improved methods of marking, baling, packing, crating, and boxing Army supplies, munitions, mobile artillery, etc. It exercised staff supervision over the packing

service branches in the offices of Purchase, Storage, etc., and issued circulars on baling, boxing, and marking specifications. Its effort was to conserve cargo space and reduce the stowage factor of Army supplies. On January 24, 1919, it was transferred to the Engineering and Standardization Branch. Dr. A. A. Hamerschlag, chief.

INDUSTRIAL SAFETY, SECTION ON; SUBCOMMITTEE ON WELFARE WORK, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

L. R. Palmer, president of the National Safety Council, Harrisburg, Pa., was appointed chairman of this section by Samuel Gompers, chairman of the Committee on Labor, shortly after the organization of that committee in April, 1917. No other members were appointed. Its function was to give advice in regard to the maintenance of proper safety standards in establishments handling Government work. It had a code of minimum safety requirements prepared by leading experts and recommended its adoption in all Government contracts. The necessity for further work on the part of this section was rendered unnecessary about the middle of 1918 when the Working Conditions Service of the Department of Labor was organized as part of the war labor administration. Headquarters, Washington, D. C.

INDUSTRIAL SERVICE DEPARTMENT, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established September 11, 1917, as a part of the Division of Construction, for the purpose of organizing methods of getting, keeping, and fitting men for work in the shipyards. Its work, therefore, consisted of recruiting operations in cooperation with the United States Employment Service, of organizing the establishment of employment management departments in shipyards, and of promoting industrial training for shipyard workers. In November, 1917, this department was given charge of the administrative regulations governing the "Emergency Fleet Classification List" for exempting shipyard workers from military service. In May, 1918, the Shipyard Volunteers Department, organized for the purpose of recruiting workers for shipyards, was placed under the Industrial Service Department. In February, 1918, the Industrial Service Department had been made a part of the newly organized Division of General Services: and in May, 1918, upon the formation of the Industrial Relations Division, the department was made the Industrial Service Section of that division. Meyer Bloomfield was head of the department. Not long after its incorporation in the Industrial Relations Division, C. W. Doten became head of the Industrial Service Section. A general order, dated October 25, 1918, of Vice President Coonley of the Emergency Fleet Corporation announced the abolishment of the section.

See *Labor Supply Section, Industrial Relations Division.*

INDUSTRIAL SERVICE SECTION, ADMINISTRATIVE DIVISION, CONSTRUCTION DIVISION OF THE ARMY.

Started early in January, 1918, as the Labor Coordination Section under the supervision of Maj. (later Col.) J. H. Alexander. At that time the section was part of the Building Branch of the Cantonment Division. It had charge of the approval of labor rates and super-

vision over labor matters on all construction projects. In March, 1918, Col. Alexander became head of the Administrative Branch of the Construction Division, and the Industrial Service Section was formed as part of that branch with Maj. H. F. Mayer as section chief. The functions of the section were as follows: The establishment and approval of all schedules of labor rates and their preparation for the approval of the War Department representative of the War Labor Policies Board; supervision of all labor matters pertaining to wages, hours, and conditions on all construction projects; dealings with labor delegations; adjustment of wages in connection with the War Labor Policies Board and the Emergency Construction Wage Commission (formerly the Cantonment Adjustment Commission); recording and compilation of all labor rates, conditions, and agreements. The Industrial Service Section had to deal with as many as 400,000 workers at one time who were engaged in Army construction work throughout the country. Up to February 19, 1919, the service had handled approximately 6,000 labor complaints and requests for wage adjustments. During the last four months of this period it issued 450 approved schedules of wages. In June, 1918, Maj. H. B. Stafford succeeded Maj. Mayer as chief of the section. In September, 1918, Maj. C. F. Gailor became chief.

INDUSTRIAL SERVICE, SECTION ON; COUNCIL OF NATIONAL DEFENSE.

Created by the council as a result of its decision on November 2, 1917, to authorize the director to determine the present and future demand for labor in war industries, the relative priorities of the labor demand, the necessity for the dilution of labor, and to arrange for supplying the demand through the Department of Labor or some other agency. During November and December the section carried on investigations along these lines, supplemented by a series of conferences with representatives of Government departments interested in labor problems. The joint recommendation of this section and these representatives was submitted to the council late in December and was transmitted to the President, who authorized the administration of the program outlined by the Secretary of Labor in his letter to the secretary of January 4, 1918. The functions of the section thus having been performed it was dissolved, and its head, Dr. L. C. Marshall, became a member of the Advisory Council to the Secretary of Labor, established to aid in setting up the requisite machinery for carrying out the authorized program.

INDUSTRIAL SERVICE SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Industrial Service Department, United States Shipping Board Emergency Fleet Corporation.*

INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in the early part of December, 1917, with Herman Schneider as chief. It was given general supervision for the Ordnance Department over matters affecting labor engaged in the production of ordnance supplies, equipment, and material. Seven operating branches were organized as follows: Mediation; Employ-

ment, Management, and Working Conditions; Housing; Women in Industry; Community Organization; Safety and Sanitation; Emergency Labor Production. About August 1, 1918, there was a reorganization of the section, under which there were the following eight operating branches: Information Service, Procurement of Labor, Wages and Hours of Labor, Employment and Training Methods, Women in Industry, Community Work, Housing and Transportation, Safety and Sanitation. For carrying out the work of the section there were established eleven district offices, through which the functions of the various operating branches were performed. About the middle of June, 1918, Dean Schneider was succeeded as chief by Maj. William C. Rogers, and about August 1 the latter was succeeded by Maj. B. H. Gitchell, who served simultaneously as chief of the Industrial Relations Department of the Bureau of Aircraft Production.

INDUSTRIAL SURVEYS, JOINT COMMITTEE ON; DIVISION OF PLANNING AND STATISTICS, WAR INDUSTRIES BOARD.

Organized at a conference at the Central Bureau of Planning and Statistics on October 5, 1918. It was composed of one representative each from the Resources and Conversion Section of the War Industries Board, Housing Corporation, War Labor Policies Board, and the Central Bureau of Planning and Statistics. It was proposed to make an industrial survey covering all industrial communities of the country. It was intended that a cooperative survey as planned should eliminate the duplication involved in independent surveys that were being started by different organizations. Surveys were being conducted by the commission in several communities when the signing of the armistice lead to a discontinuance of the work.

INDUSTRIAL TRAINING DEPARTMENT, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Industrial training for shipyard workers was inaugurated by the Emergency Fleet Corporation in September, 1917, as part of the functions of the Industrial Service Department. A few months later a separate Industrial Training Department was created. Upon the formation of the Industrial Relations Division in May, 1918, the Industrial Training Department became the Education and Training Section of that division. Its functions as finally developed included the training of staff instructors to carry on instruction at training centers, where, in turn, instructors were trained to take charge of instruction at the shipyards. Provision was also made for courses outside of working hours that would furnish the shipyard workers with auxiliary knowledge in such matters as blue-print reading and ship construction. District field representatives endeavored to establish working relations with shipyard managements and keep the central office advised as to the effectiveness of the work of the section and the needs of the various districts. Wages of the workmen during their six weeks' course at the training centers were paid by the shipbuilding plants, which were reimbursed by the Emergency Fleet Corporation to the extent of $5 per day per man under training at the center. At the shipyards workmen were trained "on the job," and a bonus of $1 per day for each man in training was paid by the Fleet Corporation. Half of this went to the

workman and half to the management of the shipyard. The Education and Training Section was abolished on April 1, 1919. Louis E. Reber was director of the section.

INDUSTRIAL TRAINING, SECTION ON; SUBCOMMITTEE ON WELFARE WORK, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after the organization of the Committee on Labor, in April, 1917. Its membership grew to about 150, composed of one-third representatives of labor, one-third representatives of employers, and one-third practical educators. All members were appointed by Samuel Gompers, chairman of the Committee on Labor. Nine State committees similarly constituted were organized in sections of the country most actively engaged in the manufacture of war products. The national and State committees encouraged the training of workers in war industries in the public and privately endowed vocational schools; they assisted and gave advice in the organization of vestibule and training schools in numerous industrial establishments; and they disseminated information concerning what was being done in England and this country in the way of industrial training. The work of this section constituted one of the most important services of the Committee on Labor. Upon the organization of the Training and Dilution Service in the Department of Labor in July, 1918, the necessity for further activities on the part of the Section on Industrial Training ceased. H. E. Miles, chairman of the Section, became chief of training in the Training and Dilution Service.

INDUSTRIAL TRUCKS AND TRACTORS WAR SERVICE COMMITTEE.

Organized November 5, 1918, to represent the manufacturers of industrial electric trucks before the Priorities Committee of the War Industries Board. The committee also cooperated with the Conservation Division and Automotive Products Division. Lion Gardiner, chairman.

INFORMATION BUREAU, UNITED STATES SHIPPING BOARD.

Established in March, 1918, to furnish the public with information regarding the work of the Emergency Fleet Corporation and the United States Shipping Board. The main office was in Washington with a branch office in Philadelphia that furnished information concerning the work of the Emergency Fleet Corporation. The Washington office acted as a clearing house for all information relating to both the corporation and the board, and carried on a campaign of education and information, supplying data to chambers of commerce, boards of trade, and other commercial organizations, besides preparing articles for technical publications and trade journals, and furnishing the press with special articles, and general information in response to nation-wide inquiries on the construction program and the activities of the board. W. S. Meriwether, manager.

INFORMATION DIVISION, INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Created July 11, 1918. Its function was to stimulate factory production, to reduce labor turnover, and to improve good will between

employers and employees. For these purposes it made use of motion pictures and of a staff of speakers. George W. Coleman, director.

INFORMATION, DIVISION OF; WAR TRADE BOARD.

Organized September 15, 1917, to issue and distribute the rulings and publications of the board and make available for use the information accessible to the board. It published various semiconfidential papers and news digests for the use of the personnel of the board, and issued the War Trade Board Journal, the Rules and Regulations, and other publications of public interest. It maintained a library, a clipping bureau, and a general information service. Louis E. Van Norman, chief; succeeded by Paul Moore.

INFORMATION SECTION, GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created February 5, 1918, to gather and disseminate information to the public and the service in regard to the activities of the Ordnance Department and to influence productive effort in plants engaged in the manufacture of ordnance matériel. It functioned through the following branches: Reference Library, Intelligence, Daily Record, Advertising, Inquiry, Publication, Technical Press, Administration, Courier, Troop Record, and Distribution. Maj. W. W. Atterbury, chief.

INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Provided for in the labor administration act of July 1, 1918, following the recommendation of the Advisory Council to the Secretary of Labor. Organization was begun immediately, Roger W. Babson having already been appointed chief in anticipation of its organization. The function of the service was to disseminate information to business men and to workers concerning the service rendered by the various branches of the Department of Labor, and to create through the press, public speakers, motion pictures, and posters a spirit of cooperation, good will, and mutual understanding between capital and labor. The work of the whole Department of Labor, especially its Bureau of Labor Statistics, was largely educational and informative, but the Information and Education Service was designed to handle work of this sort especially needed during the war emergency. During the war it was daily sending out material to over 5,000 newspapers and distributing 1,000,000 posters a month to factories, stores, and railway stations. It organized a force of 19 staff speakers and several hundred volunteer speakers in carrying on its campaigns of education. It was also instrumental in forming Government committees, composed of employers, employees, and representatives of the Department of Labor in over 2,000 plants in order to promote personal contact between workers and their employers. During the war it operated through the following divisions: Economics, Educational, Information, Industrial Plants, and Posters. After the signing of the armistice the Division of Public Works and Construction Development was organized to assist in restoring industry from a war to a peace basis.

INFORMATION AND PROMOTION BRANCH, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created October 25, 1918, by special order of the manager of the Industrial Relations Division. It secured, developed, and disseminated information for all publicity and publication matters on the work of the division. Montague Ferry was in charge of the branch.

INFORMATION SERVICE BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in August, 1918, and its work organized and directed by Payson Irwin. In October W. O. McLean was put in charge. It digested and reported all decisions of boards dealing with labor policies and kept the district offices of the Industrial Service Section promptly advised of all policies formulated that affected labor. It issued daily and weekly reports of the activities of the Industrial Service Section.

INFORMATION AND STATISTICS BRANCH, METHODS CONTROL DIVISION, QUARTERMASTER GENERAL.

See *Statistics Branch, Administrative Division, Quartermaster General.*

INLAND TRAFFIC DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, DEPARTMENT OF THE NAVY.

Created February 10, 1918, in order to secure the transportation necessary for the successful prosecution of the Navy program. The director was appointed by the Director General of Railroads as his representative in Navy and Marine Corps transportation matters. The office absorbed the Rush Delivery Section of the Purchase Division. It functioned through sections as follows: Car Service, Tracing, Routing, Field Traffic, Statistics, Terminal Facilities, Passenger Transportation and Labor, and Marine. It was discontinued March, 1919. H. P. Anewalt, manager.

INLAND TRAFFIC, MANAGER OF, UNITED STATES FOOD ADMINISTRATION.

See *Transportation Division, United States Food Administration.*

INLAND TRAFFIC MANAGER, UNITED STATES FUEL ADMINISTRATION.

See *Bureau of Traffic and Transportation, United States Fuel Administration.*

INLAND TRAFFIC MANAGER, OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

See *Bureau of Traffic and Transportation, Oil Division, United States Fuel Administration.*

INLAND TRAFFIC, MANAGERS OF; REPRESENTING UNITED STATES RAILROAD ADMINISTRATION.

Soon after the organization of the United States Railroad Administration, the necessity for close liaison between the railroads and the various Government war agencies was recognized. Representatives

of the Division of Traffic of the Railroad Administration were accordingly designated to cooperate with these agencies, under the title of managers of inland traffic. The various departments, together with the representatives assigned to them, were as follows: to War Department, H. M. Adams; Navy Department, H. P. Anewalt; United States Food Administration, C. E. Spens; United States Fuel Administration, F. M. Whitaker; Oil Division, United States Fuel Administration, John A. Middleton, succeeded October 1, 1918, by O. M. Coneley; War Industries Board, T. C. Powell; and United States Shipping Board, J. F. Holden, succeeded on July 1, 1918, by D. L. Gray, who was in turn succeeded on November 12, 1918, by J. W. Blabon. At the end of February, 1919, the activities of the managers of inland traffic for the Navy Department, the Oil Division of the United States Fuel Administration, and the War Industries Board were discontinued. The office of manager of inland traffic for the United States Shipping Board was discontinued on January 30, 1919. It was the duty of these representatives of the United States Railroad Administration to assist in the movement of the essential raw materials required by the various agencies, to handle questions involving car supply and transportation priorities, and to assist in many other matters involving the movement of war freight traffic. An effort was also made to conserve transportation facilities by avoiding unnecessary use of rolling stock and tracks, and by routing shipments via the most efficient routes, thus helping to relieve congestion. The necessary orders regulating the movement of traffic were issued by the United States Railroad Administration. The duties of the managers naturally became very much less urgent after the signing of the armistice.

INLAND TRAFFIC SECTION, PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

Formed in May, 1918. It pointed out to shippers and consignees the proper source for assistance and relief; in issuing permits it watched maximum capacity loading; it helped to adjust between shippers and railroad companies questions of rates, installation of side tracks, loading platforms, etc.; and in general acted as a point of contact between the shipping public and the United States Railroad Administration. Thomas C. Powell, chief.

INLAND TRAFFIC SERVICE, WAR DEPARTMENT.

The Inland Transportation Division was established in the office of the Director of Storage and Traffic on January 10, 1918. The division had charge of all matters pertaining to the inland transportation and routing of all troops and supplies, by whatever means they were carried. On August 1, 1918, a reorganization of the Inland Transportation Division was effected in accordance with instructions from the Secretary of War dated June 8, 1918, and the name was changed to Inland Traffic Service. Under the director were 26 branch and district offices, while he was assisted by representatives at the various warehouses, ports, camps, cantonments, etc. The various supply bureaus of the War Department discontinued their transportation functions, in so far as they had to do with the ordering of cars, routing of troops, supplies, etc.; and their duties were taken over by the Inland Traffic Service. The chiefs of these bureaus as

well as the commanding officers of ports, depots, camps, cantonments, etc., were directed to designate persons to assist in handling such matters, under the supervision of the Inland Traffic Service. Branch offices were established at the following places: Boston, New York, Chicago, St. Louis, Atlanta, Pittsburgh, and New Orleans. Each office was in charge of a civilian who was to have charge of transportation matters in his territory. Nineteen district offices were also established at important centers, each in charge of a civilian traffic expert. The Inland Traffic Service took over all matters pertaining to the routing and transportation of all troops and also of all property of the War Department. It had charge of the obtaining of cars or other necessary means of transportation, handled all matters pertaining to expedition or preference in movement, and adopted measures looking to the prompt disposition of shipments on arrival at destination. It had control over all railroad freight and passenger equipment, other than locomotive, belonging to the Government. On March 11, the Inland Traffic Service was merged with the Embarkation Service, the new organization being known as the Transportation Service. H. M. Adams was director of transportation, succeeded on March 1, 1919, by Col. C. W. Winterburn.

INLAND TRANSPORTATION DIVISION, DIRECTOR OF PURCHASE AND STORAGE.

See *Inland Traffic Service, War Department.*

INLAND WATER TRANSPORTATION, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Created by the Council of National Defense June 15, 1917. The committee consisted of eight members, including the chairman, and one additional member ex officio, Daniel Willard, chairman of the advisory committee of the Council of National Defense. The chief function of the committee was to study the feasibility of utilizing the navigable waters of the United States, both lakes and rivers, for the relief of freight congestion on the railroads. In furtherance of this end, the committee undertook and conducted the investigation of the following questions: (1) water carriers available for immediate service, including distribution, type, physical condition, etc.; (2) obstacles interfering with full use of existing carriers; (3) steps necessary to be taken to create a fleet of water carriers of a commercially useful type. The committee was dissolved on February 16, 1918, and its records were turned over to the Committee on Inland Waterways of the United States Railroad Administration. Chairman, Gen. W. M. Black, Chief of Engineers, United States Army.

INLAND WATERWAYS, COMMITTEE ON; UNITED STATES RAILROAD ADMINISTRATION.

Appointed February 16, 1918. It was the duty of this committee to investigate and report as promptly as possible a plan with reference to the increased use of inland waterways for the purpose of relieving the railroads of a part of the traffic burden imposed upon them by war conditions. Only those waterways which could be of use in the attempt to meet the transportation emergency were to be

included in the plan drawn up. Maj. Gen. William M. Black, Chief of Engineers, was appointed chairman. The committee was discontinued on September 5, 1918, turning over its records and unfinished work to the director of the Division of Inland Waterways.

INLAND WATERWAYS, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

Created September 5, 1918, with offices in Washington, D. C. It took over the records and unfinished work of the Committee of Inland Waterways, appointed February 16, 1918, which was discontinued. Its chief function was the supervision of the operation and construction of vessels for the United States Railroad Administration under the immediate jurisdiction of the New York-New Jersey Canal Section (New York Barge Canal, Hudson River and Delaware and Raritan Canal), and the Mississippi-Warrior River Section (Lower Mississippi River, St. Louis-New Orleans; Warrior River, Cordova via Gulf to New Orleans). G. A. Tomlinson, director.

INQUIRY, BUREAU OF; INTERSTATE COMMERCE COMMISSION.

In order to avoid the embargoes laid against the transportation to Atlantic ports of certain commodities for private purposes, shippers of lumber in certain cases caused carloads of lumber to be billed to seaboard terminals, improperly naming as consignees the United States Shipping Board, the Quartermaster Department, and individual officers of the United States Army. In most cases this lumber was disposed of at the point of delivery for private uses. Through the efforts of the Bureau of Inquiry, nine indictments were obtained against the dealers employing these methods. J. J. Hickey, chief.

INSECTICIDE AND FUNGICIDE BOARD, DEPARTMENT OF AGRICULTURE.

A permanent organization which, in collaboration with the Bureaus of Chemistry and of Entomology, assisted in a number of war tasks. Investigations were made with a view to the discovery of effective methods of destroying body lice. The board also cooperated with the Wood Chemical Section of the Raw Materials Division, Council of National Defense, in arranging for the release of acetic acid, which was needed in the airplane program, by the substitution of vinegar for acetic acid in the manufacture of paris green. J. K. Haywood, chairman.

INSPECTION BRANCH, CLOTHING AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

See *Production and Inspection Branch.*

INSPECTION BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established May 6, 1918. The Inspection Branch inspected all conservation and reclamation activities at the several camps, cantonments, and posts, and submitted reports thereon, with a view to suggesting improvements with regard to methods of work. The branch was abolished October 28, 1918, and its duties were taken over by the Salvage Division. Maj. I. S. Osborn in charge.

INSPECTION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

See *Inspection Section, Engineering and Standardization Branch, Purchase, Storage and Traffic Division.*

INSPECTION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created November 11, 1917, to take charge of all inspection problems. The branch was to provide assurance that the food delivered was of the quality and grade purchased, that full weight was delivered, that the containers and shipping cases conformed to specified requirements. The branch functioned through the following sections: Supervisory Field Inspection, Food Investigation, Meat and Meat Food Products, Publications, Packing Service. C. C. Austin, chief.

INSPECTION DEPARTMENT, BRITISH WAR MISSION, WAR SUPPLIES DEPARTMENT.

Formed in November, 1914; head office transferred from Bethlehem, Pa., to New York in May, 1916. In June, 1917, the department took the title of British Ministry of Munitions of War in the United States of America, and the full title as above in June, 1918. It established six munitions district offices and seven suboffices, and also Gauge, Mechanical Transport, and Aeronautical Departments. It inspected munitions of war for the British Government. Brig. Gen. L. R. Kenyon, C. B., R. A., director.

INSPECTION DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

This division was one of the permanent subdivisions of the Bureau of Steam Engineering, established prior to the outbreak of war. It supervised the inspection of engineering material, also material for various bureaus, and prepared and received specifications. A large amount of work was done through inspectors located at various manufacturing centers. Commander M. A. Anderson, chief.

INSPECTION SECTION, DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

The United States Fuel Administration in March, 1918, announced the organization of an inspection system to enforce the mining and shipping of clean coal. Charles M. Means, a mining engineer, was appointed as manager of the Inspection Section in April, 1918. The work was concerned with the inspection of coal at the mines, to see that it came up to the rules and regulations of the Fuel Administration in compliance with the clean-coal order. An inspector was appointed for each district representative and later others were named, 25 additional inspectors being appointed in July, 1918. Field managers took charge of the work of the inspectors, and State inspectors helped to make the work effective. Mines which were shipping dirty coal were first censured, coal was then thrown back to be cleaned, and when the offense was repeated the mines were closed until the management satisfied the Fuel Administration that they could and

would produce coal up to standards. In October, 1918, there were 80 administration inspectors, 124 railroad inspectors, and 106 State inspectors who were carrying on the work.

INSPECTION SECTION, ENGINEERING AND STANDARDIZATION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created September 5, 1918, to standardize and improve the inspection service of the corps, divisions, and bureaus of the War Department. This section was known as the Inspection Branch until January 24, 1919. J. L. Mince, A. A. White, and Maj. G. M. Chandler successively acted as chief.

INSPECTION SECTION, EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

The section, as it existed in December, 1917, was charged with the inspection on behalf of the United States of all materials purchased by the Equipment Division, prior to acceptance and payment therefor. This work was for the purpose of guaranteeing that all raw materials and finished articles came up to Government specifications. Inspectors were placed in practically every one of the more than 400 plants where work was being done on contracts for the Equipment Division. It ceased to function as a part of the Equipment Division after January 14, 1918. Maj. Maish, chief.

INSPECTION SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Established September 7, 1917. Under this section was centralized the entire inspection service for the Gun Division with the exception of the Cannon Section. It was responsible for all matters relating to the inspection, test, and acceptance of all material and supplies for the Gun Division and for keeping the proper records relating thereto. Its organization included an Administration Branch, and a Technical Branch. The Technical Branch was subdivided into the Explosive, Metallurgical, Mechanical, and Gage Units. It was the duty of the Inspection Section to make recommendations and suggestions concerning changes in specification and drawings when considered necessary and when changes were made to inform manufacturers. It was also accountable for the master inspection gages as ordnance property and provided for their proper distribution and maintenance. It was transferred to the Inspection Division of the Ordnance Department on January 2, 1918. Lieut. Col. B. W. Dunn, chief.

INSULAR STATIONS, DIVISION OF; OFFICE OF EXPERIMENT STATIONS, STATES RELATIONS SERVICE, DEPARTMENT OF AGRICULTURE.

A permanent organization which undertook to stimulate and increase the production of food in Alaska, Hawaii, Porto Rico, and Guam to meet the situation created by the reduction of tonnage for food shipments to these parts by the use of coastwise vessels for transport service to Europe. Before the war the value of the food products imported into these regions reached annually $30,000,000. Under the stimulus of war and the guidance of the insular stations

Porto Rico, ordinarily importing annually $800,000 worth of beans, produced a sufficient quantity to export a large surplus, while Hawaii decreased her importation of flour by 51 per cent through the use of banana pulp made from the supply of bananas intended for exportation, but for which there were no vessels. W. H. Evans, chief.

INSURANCE COMMITTEE, ADVISORY; DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created September 28, 1917, to advise the United States Shipping Board on questions of marine, war risk, and protection and indemnity insurance, and to superintend the operations of a fund to be created by the Shipping Board for this purpose. It insured vessels under the control of the board against maritime and war risk and fixed premium rates in agreement with the commercial market, and the Bureau of War Risk Insurance. On October 9, 1918, it became the Division of Insurance by a resolution of the Shipping Board. H. Chubb, chairman.

INSURANCE, DIVISION OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

This organization, formerly the Advisory Insurance Committee of the Division of Operations, United States Shipping Board, was authorized by the board on October 9, 1918, because of the need of a division authorized to make salvage and wrecking contracts and large enough to handle the growing insurance work. The finances of the division were handled by the comptroller of the Division of Operations. Its duties were (1) the fixing of premium rates; (2) the advising as to all operating contracts and charters as far as the question of insurance was concerned; the advising also as to liability for damage to cargo or insurance of crew; (3) the management of the insurance fund which protected the risks assumed by the United States Shipping Board and the Emergency Fleet Corporation as owners or charterers; (4) the management of the charterer's risks fund which protected the liability risks to which the Shipping Board and Emergency Fleet Corporation were exposed as charterers of ships of foreign flags; (5) the entering of vessels in the American Steamship Owners' Mutual Protection and Indemnity Association. It also acted in an advisory capacity to the Division of Operation. On February 11, 1919, the fund of $10,000,000 allotted to cover insurance losses was withdrawn as unnecessary for the future financing of the division. H. Chubb, director; B. K. Ogden, acting director.

INSPECTION AND PRODUCTION BRANCH, SUPPLY CONTROL DIVISION, QUARTERMASTER GENERAL.

Established July 22, 1918. On August 30, 1918, the name was changed to General Inspection Branch. This division coordinated and supervised the inspection, production, and follow-up system of the several divisions of the office of the Quartermaster General. The General Inspection Branch was abolished on October 28, 1918, and its duties were transferred to the office of the Director of Purchase and Storage. A. M. White, director.

INSPECTION AND PRODUCTION SECTION, STEEL SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established August 13, 1917, as a department of the Division of Construction, Emergency Fleet Corporation, to have supervision over steel ship production. Upon the creation of the Steel Ship Construction Division, the department became a section of that division. Its functions included the following: determination of the advisability of awarding contracts; maintenance of progress records of ship construction; supervision of all district officers' activities; standardization of practices in ship construction; supervision of trial trips; acceptance, registry, and reconveyance of steel ships; determination of steel requirements of the various shipyards; and allocation of steel plates and shapes for maximum productive results from material available. These functions were performed under the direction of the section by the Progress Engineering, Financial, Commandeering, Performance, Standard Practice, Maritime, and Statistical Branches. In February, 1919, the section ceased to exist. P. J. McAuliffe, head.

INSPECTION AND TEST SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created March 29, 1918, under the managership of C. B. Young, mechanical engineer of the Chicago, Burlington & Quincy. This section had charge of the test and inspection of materials and work in connection with the construction of standard locomotives and cars.

INSTRUCTION, BOARD OF; PROVOST MARSHAL GENERAL.

In a letter from the office of the Provost Marshal General of July 4, 1918, each local board was advised to select and organize a board of instruction. It was the purpose of this board to give to men called into the military service certain information and instruction prior to the arrival in camp which would prepare them in a measure for the new conditions under which they would shortly be living and render them better fitted for receiving military instruction. In the course of the instruction it was sought to inform the selected men of the provisions which the Government had made for their welfare, and that of their families in case of death or disability, to explain the system of allotments and allowances to soldiers' dependents, and to instruct them concerning war aims, camp life, and the necessity for clean, wholesome living. The methods of different boards varied. In some cases preliminary military drill was undertaken in order to familiarize the men with first principles. The idea of the Board of Instruction originated with a group of Cleveland men, and was the outcome of their experience in handling a large number of drafted men from that region. The number of such boards actually appointed reached 2,952.

INSTRUMENT DIVISION, UNITED STATES WEATHER BUREAU, DEPARTMENT OF AGRICULTURE.

One of the permanent organizations of the Weather Bureau, continuing its normal functions during the war. It furnished the Army and Navy with the instruments and apparatus used in equipping me-

teorological stations at camps and naval bases, and undertook the manufacture of instruments required for certain technical purposes, which could be obtained from no other source. Benjamin C. Kadel, chief.

INTER-ALLIED.

See also *Allied; Peace Conference; Supreme Council of Supply and Relief; Supreme Economic Council; Supreme War Council.*

INTER-ALLIED AVIATION COMMITTEE.

A committee organized by the Peace Conference March 12, 1919, with Rear Admiral H. S. Knapp and Maj. Gen. Mason N. Patrick as American representatives, to consider "aerial conditions in the preliminaries of peace" and "international aerial navigation in time of peace." It functioned through three subcommittees: Military; Technical, Lieut. Col. A. D. Butterfield (United States), president; Legal, Commercial, and Financial.

INTER-ALLIED BLOCKADE COMMITTEE.

See *Blockade Section, Peace Conference.*

INTER-ALLIED COMMISSION ON SPECIFICATIONS OF PETROLEUM PRODUCTS.

Created June 25, 1918, by the Inter-Allied Petroleum Conference. Its duties were the determination of sources of petroleum supply and the recommendation of specifications as to quality, apparatus, and tests. A. C. Woodman and W. A. William were the American members. W. Fraser, chairman.

INTER-ALLIED CONGRESS OF SOCIAL HYGIENE IN THE RECONSTRUCTION OF THE DISTRICTS DEVASTATED BY THE WAR.

A congress held in Paris April 22–27, 1919, of official delegates, titular members, and adherent members, with 13 sections. M. le Docteur Sicard de Planzoles, director general.

INTER-ALLIED CONFERENCE.

Held in Paris November 29 to December 3, 1917, for the purpose of considering the best means for prosecuting the war. The Inter-Allied Finance Council was at this date in process of organization; and the similar councils on Food and Munitions and Maritime Transport were determined upon in the conference. The Supreme War Council met at Versailles December 1, 1917, and was attended at its first session by the delegates to the conference. American delegation headed by Col. E. M. House.

INTER-ALLIED FOOD COUNCIL.

Created by the food controllers of the allied powers, after the Inter-Allied Conference of November 30, 1917, and composed of their representatives. It maintained offices in London. Its work was to allocate stocks of food and to prepare transport programs for the

consideration of the Allied Maritime Transport Council which began to operate in March, 1918. Its policies were surveyed by occasional conferences of the food controllers, at one of which, in August, 1918, the food program for 1919 was formulated, and the relations of the Food Council to the Inter-Allied Supreme War, War Purchase and Finance, Maritime Transport, and Munitions Councils were adjusted. Following the armistice the allied powers organized the Supreme Council of Supply and Relief to administer subsistence problems in devastated regions of Europe.

INTER-ALLIED MEATS AND FATS EXECUTIVE.

Taken over as a subagency of the Inter-Allied Food Council in September, 1918, and acted in America through the Allied Provisions Export Commission.

INTER-ALLIED MUNITIONS COUNCIL, PARIS.

Created by the Inter-Allied Conference of November, 1917, but not organized until the summer of 1918. Its function was to make programs for finished products used by the allied armies, and for the raw materials required for their manufacture. The Nitrates Committee, sitting at London, was a subcommittee. The American members were Edward R. Stettinius, for the War Department, and L. L. Summers, for the War Industries Board.

INTER-ALLIED NITRATE COMMITTEE.

See *Nitrate of Soda Executive.*

INTER-ALLIED PETROLEUM CONFERENCE.

Created by decision of the Inter-Allied Conference November 30, 1917, to exchange among the four great powers information upon petroleum requirements, supplies, shipping tonnage, and specifications. It erected a statistical bureau to provide basis for actions by the conference, which met in London or Paris. After numerous informal meetings it held its first formal session in Paris May 6, 1918. It created an Inter-Allied Commission on Specifications of Petroleum Products.

INTER-ALLIED PIG TIN POOL.

After a six weeks' conference in London during August and September, 1918, representatives of the United States, Great Britain, France, and Italy created an international monopoly of the world's supply of tin. An Inter-Allied Tin Executive administered the pool and controlled the buying price in each producing market. The United States was allowed two-thirds of the world's production, which was distributed by the War Industries Board through the United States Steel Products Co. This company only was granted import licenses. The agreement was abrogated January 1, 1919.

INTER-ALLIED SANITARY COMMISSION.

Organized at Paris in 1917, to give consideration to sanitary matters of international concern, especially maritime quarantine and

sanitation. Cols. F. X. Strong, H. A. Shaw, G. V. Emerson, United States representatives; Asst. Surg. Gen. Hugh S. Cummings, American delegate.

INTER-ALLIED WHEAT EXECUTIVE.

Established in 1915 to control purchase of wheat, and composed of representatives of France, England, and Italy. It surveyed the wheat situation of the entire world, bought wheat and distributed it to the allies. The actual purchase transaction was in the hands of the Wheat Export Company (Inc.).

INTER-ALLY COUNCIL ON WAR PURCHASES AND FINANCE.

One of the interallied councils initiated by the United States and established to secure uniformity of action by the associated and allied nations. The council was organized in December, 1917, to coordinate purchases by the allies to serve as a clearing house for information as to allied needs for funds, and to develop unified policy relating to loans to the various associated and allied nations by the United States and other countries. The council, sitting in London and in Paris, worked in cooperation with the Supreme War Council and with the other interallied councils. Its work resulted in a better organization of the system of allied purchases in the United States and a better coordination of the financial operations of the Allies. Oscar T. Crosby, Assistant Secretary of the Treasury and United States Commissioner of Finance in Europe, was the representative of the United States Treasury on the council and was its president.

INTERBUREAU BRANCH, GENERAL CONTROL SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Under the system of consolidated purchases established by the Secretary of War in June, 1918, the Interbureau Unit was organized in the Administration Branch of the General Control Section. On November 6, 1918, it was organized as a separate branch under Capt. W. H. Lahey. The branch received requisitions for purchase from the Project Section of the Estimates and Requirements Division, the negotiating sections of the Procurement Division, proving grounds and arsenals, and the other divisions of the Ordnance Department, and placed these requests with the other purchasing bureaus of the War Department where the purchase of the desired material had been allocated. It also received requisitions for procurement from the outside procuring bureaus of the War Department for the purchase of materials which had been consolidated in the Ordnance Department and placed these requests with the proper negotiators for purchase.

INTERDEPARTMENTAL ADVISORY COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Established March 29, 1917, to keep the several branches of the Government engaged in work for the national defense in close touch with each other, to suggest means of cooperation, and to avoid duplication of effort. It was composed of representatives of 10 ex-

ecutive departments, a representative of the National Research Council, and the chief of the Section on Cooperation with the States. The Director of the Council of National Defense acted as chairman.

UNITED STATES INTERDEPARTMENTAL SOCIAL HYGIENE BOARD.

The Chamberlain-Kahn bill, which was passed by Congress July 9, 1918, created the Interdepartmental Social Hygiene Board. The board is made up of the Secretary of the Treasury, the Secretary of War, the Secretary of the Navy, a representative of the Medical Corps of the Army, a representative of the Medical Corps of the Navy, and a representative of the United States Public Health Service. The Secretary of the Navy is chairman of the board. The board has an appropriation of a little more than $4,000,000 to administer. Two million dollars, one million for 1919–20, and the same amount for 1920–21, were distributed through the United States Bureau of Public Health Service to the State boards of health of the United States for the treatment and prevention of venereal disease. One million dollars was spent for the care of persons with venereal disease whose detention, isolation, quarantine, and commitment might safeguard soldiers, sailors, and civilians; $200,000 were available in 1919–1920 for the study of better methods of prevention and treatment of venereal disease, this money being placed in institutions of learning that gave promise of successful scientific research along these lines. Finally there were $300,000 available for 1919–20, and $300,000 available for 1920–21, to such colleges, universities, training schools for teachers, and other like institutions as give promise in the judgment of the interdepartmental board of finding or developing better and more effective methods of instruction in hygiene. Dr. T. A. Storey, chairman.

INTERIOR, DEPARTMENT OF THE.

An executive department created in 1849. Some of the more important war activities of the department were as follows: Investigations concerning war minerals and the stimulation of their production in the United States; statistical information relating to the mineral resources of the United States and of the world; researches incident to the development of materials and methods necessary for both offensive and defensive gas and flame fighting and for signaling; experiments in the development of fuels and lubricants for aviation purposes; construction and operation of experimental plants for production in quantity of certain gases needed by the Army and Navy; control of the manufacture, transportation, and issue of all explosives in the United States; making of maps for military purposes; direction of readjustment of courses of study in schools to meet war demands; stimulation of home gardening and of community organization as well as Americanization work among the foreign-born population; providing access for officers of the Army and Navy to the records of the Patent Office and bringing to their attention inventions likely to prove of military value; prevention of publication of patents useful to the enemy; assistance to the Provost Marshal General in the registration of Indians under the selective service act; campaigns to increase the production of food on Indian lands and on lands to which the

Reclamation Service furnished water. After the signing of the armistice the department was active in the promotion of plans for the development of public lands and the settlement of discharged soldiers and sailors thereon. The war work of the department was performed through the following bureaus: Bureau of Mines, Geological Survey, Patent Office, Bureau of Education, Reclamation Service, Indian Office, and Land Office. A more detailed description of the work of the department will be found in the articles covering the above bureaus and their subdivisions. Franklin K. Lane was Secretary of the Interior throughout the war.

INTERNAL REVENUE, BUREAU OF; TREASURY DEPARTMENT.

Created by act of Congress of July 1, 1861. The Bureau of Internal Revenue is that branch of the Treasury Department which has general control, under the supervision of the Secretary of the Treasury, of the internal-revenue taxes of the Federal Government. It is charged primarily with the assessment and collection of internal-revenue taxes. This involves secondarily the interpretation of taxation measures enacted by Congress, the preparation of regulations and instructions for the guidance of taxpayers, and the enforcement of internal-revenue laws. The scope of the bureau's activities, already enlarged by the advent of a system of Federal taxes on incomes and estates, was still further increased by the war-revenue measures of 1917 and 1919. From an organization dealing with a small number of specified classes of persons and firms it was transformed into an agency affecting the activities of almost all the individuals and corporations in the country. To meet these demands for war-time activity the administrative machinery was reorganized, the personnel greatly increased, and the methods of operation improved. Professional and technical assistance of high character was procured to assist in the difficult task of interpreting and administering the complex war revenue acts. The personnel in Washington was increased from less than 600 to more than 3,000, while the field forces expanded from 4,500 to more than 10,000, making the total personnel in 1919 approximately 14,000. Collections of $500,000,000 in the fiscal year 1916 increased to $800,000,000 in 1917 and to $3,700,000,000 in 1918. The bureau is now engaged in the collection of the still larger imposts of the revenue act of 1919. The work of the bureau is directed by the Commissioner of Internal Revenue. At the outbreak of the war W. H. Osborn was commissioner. He resigned in September, 1917, and was succeeded by the present incumbent, D. C. Roper.

INTERNATIONAL CONTROL OF PORTS, WATERWAYS, AND RAILWAYS COMMISSION, PEACE CONFERENCE.

Created at the second plenary session of the Peace Conference, January 25, 1919. It included two representatives of each of the five great powers and nine others. It established two subcommittees, one on Transportation, Henry White (United States), president, and one on General Control. The American members were Henry White and Maj. James Brown Scott, who succeeded David H. Miller. M. S. Crespi (Italy), president.

INTERNATIONAL HIGH COMMISSION, UNITED STATES SECTION, TREASURY DEPARTMENT.

Created in 1915 and given legislative sanction by act of Congress of February 7, 1916. It has worked through its permanent group committees and has during the war continued its function of giving uniformity to the commercial law and fiscal regulations of the American Republics. William G. McAdoo, chairman, succeeded by Carter Glass.

INTERNATIONAL LABOR LEGISLATION COMMISSION, PEACE CONFERENCE

First meeting held February 1, 1919. It was composed of two representatives apiece from the five great powers and five representatives to be elected by the other powers to inquire into the conditions of employment from the international aspect, to consider international means to secure common action on matters affecting employment, and to recommend the form of a permanent agency to continue such inquiry. E. N. Hurley, Samuel Gompers, American members. Samuel Gompers, president of commission.

INTERNATIONAL SCIENTIFIC COMMISSION.

Created by the Inter-Allied Conference in November, 1917, to consider from the point of view of natural science the food problems of the allies. Two representatives from Great Britain, United States, France, and Italy, and one from Belgium made up the commission. Two meetings were held at which the commission discussed technical matters in regard to the food supply of the allies. United States representatives were Profs. Chittenden and Lusk.

INTERREGIONAL TRAFFIC COMMITTEE, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Created February 9, 1918. The committee was appointed for the purpose of making a study of the large traffic movements with the idea of directing traffic from the more congested gateways and ports. Particular attention was given to questions affecting movements of traffic between the regions into which the country was divided for operating purposes under the United States Railroad Administration. The whole situation was considered from the point of view of a national railroad system with unity of operation. The committee submitted advisory reports to the Director General and to the Director of the Division of Traffic concerning changes which might be made in the routing of traffic. The committee was discontinued in June, 1918. B. L. Winchell, chairman.

INTERSTATE COMMERCE COMMISSION.

During the war the Interstate Commerce Commission performed, in addition to its regular duties, numerous special functions called forth by the exigencies of the transportation situation. Of special importance were its efforts to assist in clearing up the traffic congestion which prevailed in 1916 and 1917 and early in 1918. In March of 1916, it called a meeting of railroad officials to devise means to relieve the acute congestion prevailing at the eastern terminals, which resulted in the organization of the Eastern Freight Accumu-

lation Conference. In its annual report for 1916, the commission recommended that Congress authorize it to deal with all matters pertaining to car service. Owing to the serious situation prevailing in the fall of 1916, a car supply investigation was instituted on November 4, 1916, and later a report was entered prescribing reasonable car service rules, covering certain types of equipment. On May 29, 1917, the Esch Car Service Act was approved, which had been passed pursuant to the recommendations of the commission. To carry out the provisions of the act, the commission organized the Bureau of Car Service, also known as the Division of Car Service. In practice, the bureau worked through the Commission on Car Service of the American Railway Association. After the railroads had been placed under Federal control the commission cooperated in similar fashion with the Car Service Section of the United States Railroad Administration. In a special report to Congress dated December 1, 1917, attention was called to the absolute necessity for unified operation of the railroads, either under a system of private control or under Federal control. After the railroads had been taken over by the President, it became the duty of the commission, under the Federal control act, to ascertain and certify to the President the average annual railway operating income; to appoint boards of referees to consider contested compensation claims; to receive and file the tariffs made by the President; and to determine, upon complaint, the reasonableness of the rates established by the President. Through its Bureau of Statistics, the commission secured for the Director General of Railroads data bearing upon the average annual operating income of the roads taken over. The inspectors of the Bureau of Safety also investigated freight congestion at the principal terminals and submitted reports which were summarized and transmitted to the Director General. The Bureau of Inquiry investigated cases arising under the priority act of August 10, 1917, while the Bureau of Locomotive Inspection rendered valuable assistance in an effort to relieve the traffic blockade. The commission also organized a Compensation Board, to assist in matters pertaining to the contracts between the United States Railroad Administration and the carriers. Henry C. Hall was chairman of the commission from January 1, 1917, to January 1, 1918, when he was succeeded by Winthrop M. Daniels. C. B. Aitcheson succeeded Mr. Daniels on January 1, 1919.

INTERSTATE COTTONSEED PRODUCTS COUNCIL.

Created in July, 1917, as an advisory committee to the United States Food Administration and the Interstate Cottonseed Crushers' Association. The council took up the matter of supplying relief to the cattle regions of Texas where conditions had produced a feed shortage. R. D. Montgomery, chairman.

INVENTIONS, BOARD OF, COUNCIL OF NATIONAL DEFENSE.

See *Naval Consulting Board.*

INVENTION SECTION, WAR PLANS DIVISION, GENERAL STAFF.

Formed in the War Plans Division, April, 1918, to pass upon the practical value of inventions submitted to the War Department. It

was assisted by an advisory board upon which numerous scientific societies or branches of the Government were represented. Col. C. H. Hilton, chief.

INVENTIONS, RESEARCH AND TRIALS DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

In existence prior to outbreak of war. This division had charge of inventions and suggestions for the improvement or betterment of any naval ordnance material. It initiated research along original lines pertaining to ordnance and gunnery and exercised control over the special board of naval ordnance, whose function it was to consider formally all inventions and proposed improvements. It also formulated plans for experimental and trial works and under its supervision the official tests, trials, and experiments were carried on.

INVESTIGATION BRANCH, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created October 25, 1918, by special order of the manager of the Industrial Relations Division for the purpose of carrying on general and special investigations necessary for the conduct of the work of the division. A. B. Wolfe was in charge of the branch.

INVESTIGATION, BUREAU OF; ADMINISTRATION DIVISION, UNITED STATES FUEL ADMINISTRATION.

The function of this office was certain work relating to the distribution of anthracite and bituminous coal and coke that had been carried on by the Federal Trade Commission partly previous to and partly subsequent to the forming of the Fuel Administration and transferred to the Fuel Administration under the Executive order of July 3, 1918. The primary work was the securing of reports of shipments from distributors of anthracite and bituminous coal and coke and from anthracite operators, and the determination of the prices and margins charged by distributors and operators in violation of the f. o. b. mine prices and margins fixed by the President and the United States Fuel Administrator. R. H. Vorfeld was in charge until September 24, 1918, when G. F. Macgregor was appointed director. He was later succeeded by Charles F. Fuller.

INVESTIGATION AND INSPECTION SERVICE, DEPARTMENT OF LABOR.

Provided for in the war labor administration act of July 1, 1918, which appropriated the sum of $300,000 for this service. It provided a central force of inspectors, investigators, and examiners for other divisions of the Department of Labor and experts in the Secretary's Office working on special problems. To some extent the functions of this service overlapped those of the long-established Bureau of Labor Statistics. A cooperative working agreement between the two services was arranged, however, which in general provided that the Investigation and Inspection Service should undertake investigations of a briefer character needed to secure information for more immediate use. Ethelbert Stewart, director.

INVESTIGATIONS BRANCH, FIELD OPERATIONS DIVISION, DIRECTOR OF FINANCE.

Established in March, 1919. This branch conducted investigations and reported concerning the administration of the various field

finance offices, their systems and methods of business, and recommended changes where necessary. It received reports from departments, camps, and general hospitals relative to the pay status of enlisted men and any delays in their payment. Maj. E. M. Foster, chief.

IRON AND STEEL INSTITUTE (INC.), AMERICAN.

The American Iron and Steel Institute, which was incorporated in 1908, appointed the Cooperative Committee on Steel and Steel Products of the Council of National Defense. When the committees of the Council of National Defense were disbanded, in November, 1917, the institute appointed the same committee and subcommittees to act as war service committees, to advise Government departments and the steel director of the War Industries Board, and to distribute orders to manufacturers. The institute was directed by the Bureau of Imports, War Trade Board, in December, 1917, to act as consignee of all steel and allied products imported into the United States during the war and to distribute these products to manufacturers. Elbert H. Gary was president during the war and acted as chairman of the Central Committee.

IRON AND STEEL INSTITUTE (INC.), AMERICAN, CENTRAL COMMITTEE.

Appointed by the American Iron and Steel Institute in September, 1917, continuing the personnel, functions, and subcommittee organization of the Steel and Steel Products Committee of the Council of National Defense. The committee cooperated with the steel director of the War Industries Board and continued to maintain production, distribute orders to manufacturers, and provide for the allocation of steel to manufacturers having Government contracts. The Central Committee functioned through the following subcommittees: Steel Distribution, J. A. Farrell, chairman; Alloys, J. A. Farrell, chairman; Sheet Steel, W. S. Horner, chairman; Pig Tin, John Hughes, chairman; Scrap Iron and Steel, W. U. Phillips, chairman; Pig Iron Ore and Lake Transportation, H. G. Dalton, chairman; Tin Plate, J. I. Andrews, chairman; Malleable Castings, F. J. Lanahan, chairman; Wire Rope, Karl G. Roebling, chairman; Wire Products, F. Baackes, chairman; Cold Rolled and Drawn Steel, F. N. Beegle, chairman; Tubular Products, James A. Campbell, chairman. E. H. Gary was chairman of the Central Committee.

IRON, STEEL, AND HEAVY HARDWARE JOBBERS' WAR SERVICE COMMITTEE.

Organized October 25, 1917. The committee distributed the rulings of the steel director to the trade and cooperated with the War Industries Board and the American Iron and Steel Institute. Samuel L. Orr, chairman.

IRON AND STEEL SCRAP, BUREAU OF.

Owing to the very large accumulation of cars loaded with iron and steel scrap which were on hand in all sections of the country on November, 1917, the Railroads War Board, which directed the operation of the railroads, appointed C. A. Barnes, Chief of the Bureau of Iron and Steel Scrap, with full authority over all railroads, to handle

these commodities. The expenses of maintaining this bureau were voluntarily assumed by the American Board of Scrap Iron Dealers. When the railroads were taken over by the Government, the Bureau of Iron and Steel Scrap was asked to continue by the Director General of Railroads, owing to the fact that they had the situation in hand and had been able to keep the tracks clear.

IRON AND STEEL SCRAP SECTION, STEEL DIVISION, WAR INDUSTRIES BOARD.

Formed in October, 1918, to cooperate with the Scrap Iron and Steel Subcommittee of the American Iron and Steel Institute which had been carrying on this work for over a year. The section allocated iron and steel scrap, prevented price violations by both buyers and sellers, brought in by aid of Navy and other departments large tonnage of scrap from Panama, Mexico, and Central America, and at the signing of the armistice was just putting into operation a comprehensive plan covering the entire country with a view to reclaiming all possible material. The section was discontinued December 31, 1918. W. Vernon Phillips, chief.

IVORY NUT IMPORTERS' ASSOCIATION (INC.).

Formed in May, 1918, to act as consignee for the Bureau of Imports, War Trade Board, of all importations of ivory nuts and to allocate and distribute these importations in the United States. T. Dellifield, president.

JAPANESE FINANCIAL COMMISSION.

Under Baron Tanetaro Megata, chief, the commission came to the United States November 2, 1917, to promote business relations with the United States, to investigate financial and economical conditions, and to interest America in China.

JAPANESE RAILWAY COMMISSION.

The commission arrived in the United States December 11, 1917, and inspected present transportation conditions in America in reference to bulk commodities, and inspected the larger industrial plants, railway equipment and yards, factories, and terminals. Dr. Yasujiro Shima, head.

JEWELERS' WAR SERVICE COMMITTEE.

Created January 6, 1918. The committee worked with the Treasury Department, War Industries Board, and War Trade Board in connection with the conservation of gold, silver, and platinum and the export and import of these commodities. The jewelers also took up the manufacture of surgical instruments and other articles. O. G. Fessenden, chairman, succeeded by Robert B. Steele, June, 1918.

JEWISH WELFARE BOARD.

Created April 9, 1917, and recognized by the Commission on Training Camp Activities in September, 1917. The Jewish Welfare Board maintained buildings in the camps under the direction of trained secretaries, provided rest rooms and reading rooms, recrea-

tion, in the form of concerts, lectures, theatricals and movies, and educational facilities, and arranged for the spiritual needs of all men in uniform with emphasis upon the needs of the men of the Jewish faith. Supplies were distributed free. Special activities were conducted at the ports of embarkation and debarkation and on the transports. In the American Expeditionary Forces the same work was carried on. Branch organizations were operated in 165 cities adjacent to camps. In the work $1,200,000 has been spent by the Jewish Welfare Board, 12 Hebrew organizations being affiliated. Dr. Cyrus Adler was chairman of the executive committee until July 16, 1917, when he was succeeded by Col. Harry Cutler.

JOINT ARMY AND NAVY BOARD ON GUN FORGING SPECIFICATIONS, ORDNANCE DEPARTMENT, UNITED STATES ARMY, AND BUREAU OF ORDNANCE, UNITED STATES NAVY.

This board, consisting of four members each from the Army and Navy, was charged with the duty of preparing for issue, specifications covering the manufacture of gun forgings and similar parts. These specifications were to govern jointly the manufacture of this material, whether ordered by the Army or the Navy, after having been approved by their respective chiefs of ordnance. The members for the Army were Col. J. E. Hoffer, Lieut. Col. W. P. Barba, Lieut. Col. R. H. Somers, and Maj. A. E. White; for the Navy, Commander A. C. Dieffenbach, Lieut. Commander N. W. Pickering, Lieut. W. I. Howland, and Lieut. A. G. Zimmerman.

JOINT COMMITTEE OF WOOL MANUFACTURERS.

See *Wool Manufacturers' Committee.*

JUST COMPENSATION, ADVISORY BOARD OF; UNITED STATES SHIPPING BOARD.

See *Ocean Advisory Committee on Just Compensation, United States Shipping Board.*

JUTE, HEMP, AND CORDAGE SECTION, WAR INDUSTRIES BOARD.

Created on May 16, 1918, to handle both raw materials and finished products. It made surveys of conditions in the industries, compiled statistics regarding raw materials, and advised the industries as the situation demanded it. The section was discontinued December 31, 1918. E. C. Heidrich, jr., chief.

JUTE SPINNERS' WAR SERVICE COMMITTEE.

Organized October 7, 1918, with Malcolm J. Stone as chairman, at the request of the Jute, Hemp, and Cordage Section of the War Industries Board.

KITCHEN AND CAMP EQUIPMENT BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Organized June 14, 1918, to have charge of the procurement of all camp and kitchen equipment for the Hardware and Metals Division. This branch was transferred to the General Supplies Division, October 28, 1918. W. J. Peck, chairman.

KNIGHTS OF COLUMBUS.

A fraternal benefit society of Catholics instituted in New Haven, Conn., in 1882. During the war the National Catholic War Council assigned to the order the function of caring for recreational work for soldiers and sailors. At our entrance into the European War the supreme officers of the order tendered its services to the Government, and they were accepted. Approximately $1,000,000 was raised immediately among the membership as a nucleus of the order's war funds, and relief work was launched in the home cantonments. Extension of the work necessitated an extension of the appeal for funds, and within about nine months over $10,000,000 had been collected for war work. This sum was later increased to $14,000,000. In the United War Drive of November, 1918, the quota of the Knights of Columbus was $25,000,000. The order erected and maintained 350 buildings in home camps, and operated 250 clubs abroad in France, Germany, Italy, Belgium, Holland, and the British Isles. The personnel employed by the Knights in this country numbered over 1,000, and about an equal number served overseas. Over 1,800 subordinate councils, each having either buildings or clubrooms, were employed as camp community centers during the war and the period of demobilization. The Knights also provided service on transports, having had 70 secretaries employed in this work. Athletic and other recreational equipment was provided for 400 warships. Articles such as chocolate, chewing gum, bouillon, tobacco, etc., to the value of about $6,000,000, were distributed to men in the service. Upon the signing of the armistice the Knights of Columbus launched the reemployment and reconstruction work which had been planned in the early summer of 1918. Over 37,250 members of the order and over 1,700 councils were organized as employment canvassers and units. The Knights of Columbus is governed by a Supreme Board of Directors, of which James A. Flaherty was Supreme Knight during the war. The war work of the order was managed by the Committee on War Activities under the authority of the Board of Directors. William J. Mulligan was chairman of the committee.

KNIT GOODS BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER CORPS.

Organized by Lincoln Cromwell, who was appointed chief January 8, 1918. It took over work formerly performed by the Knit Goods Committee, Council of National Defense. Its function was to supervise the procurement of knit goods. Frank F. Foote became chief September 13, 1918. The branch rewrote the underwear specifications. It was combined October 28, 1918, with the Woolens Branch to form the Woolen and Knit Goods Branch, Purchase and Storage.

KNIT GOODS COOPERATIVE COMMITTEE, SUPPLIES COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Created May 1, 1917, nominally to advise the Quartermaster General where to buy, but in practice doing actual buying until January, 1918. It assisted both the Navy Department and the Marine Corps in their purchases. Prior to February, 1918, it bought 177,098,784 articles, mostly underwear and stockings, and negotiated the pur-

chase of 11,318,700 articles. The committee was dissolved December 1, 1917, three members of the committee being elected to the Committee on Supplies of the Council of National Defense. The work of the Committee on Supplies was transferred to the Quartermaster January 12, 1918. It was known also as the Knit Goods Section of the Advisory Commission. Lincoln Cromwell, chairman.

KNIT GOODS SECTION, SUPPLIES COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

See *Knit Goods Cooperative Committee.*

KNIT GOODS SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Organized June 10, 1918. It allocated all Government purchases to prevent undue competition, paid attention to clearances, and compiled a tabulation of the knitted underwear and hosiery industries. The section handled few priorities, and did not enter upon price-fixing. It advised a tapering-off of contracts after the signing of the armistice, and was discontinued December 16, 1918. Lincoln Cromwell, chief.

KNITTING MACHINES WAR SERVICE COMMITTEE.

Organized September 24, 1917, with F. C. Howard as chairman, to represent the industry before the Hardware and Hand Tool Section of the War Industries Board.

LABOR, BUREAU OF; UNITED STATES FUEL ADMINISTRATION.

Organized as a bureau in July, 1918, with John P. White and Rembrandt Peale as joint heads. This bureau had power to dispose of all matters concerning labor in the coal mining industry, including the actual settlement of disputes in the field. An arrangement was made July 23, 1918, with the sanction of the Secretary of Labor and of the United Mine Workers, whereby all labor questions were to be handled by the Fuel Administration, and the agreement included the provision that any dispute failing of settlement between the parties interested must be submitted to the Fuel Administration without stoppage of work. John P. White had been appointed labor adviser to the Fuel Administrator on September 14, 1917, resigning as president of the United Mine Workers to take up this important work. He had been the point of contact between organized and unorganized mining labor and the Fuel Administration, making many important settlements. He resigned from the Bureau of Labor November 19, 1918. Rembrandt Peale had been appointed anthracite adviser to the Fuel Administrator September 14, 1917, having worked in conjunction with Mr. White previous to the creation of the bureau. Warren Pippin was appointed November 17, 1918, as joint director to fill the vacancy caused by John P. White's resignation. The Labor Bureau reported directly to the United States Fuel Administrator. This bureau continued to function until the proclamation of peace.

LABOR, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Organized at a meeting held in Washington on April 2, 1917, composed of representatives of labor, employers, the general public, and

welfare experts. The meeting was called by Samuel Gompers, president of the American Federation of Labor, who had been appointed by the President of the United States as the member in charge of labor matters on the Advisory Commission of the Council of National Defense. All members of the committee were appointed by Mr. Gompers. Its functions were to advise in regard to the welfare of workers in the Nation's industries and in regard to the means of adjustment of employment problems without interruption of industry. A few days after its organization this committee promulgated through the Council of National Defense a declaration setting forth the principles that should govern the relations between employers and employees during the war. In brief, this declaration called for the maintenance of the status quo in these relations, it being urged that no changes be made in existing labor standards except with the approval of the Council of National Defense. The committee was responsible for the initiation and original drafting of the war risk insurance bill, providing various compensations for soldiers, sailors, and their dependents. The activities of the committee were also valuable in connection with the promotion of industrial training and in the inauguration of an industrial housing program. In general, its work consisted in their investigation of labor conditions, the collection of information relative to the handling of labor problems, the dissemination of this information through printed pamphlets, addresses of representatives of the committees, or personal advice, and the encouragement of the formation of organizations to facilitate the settlement of the various labor difficulties arising from the war. Its activities were carried on through the following subcommittees: Welfare Work, Mediation and Conciliation, Wages and Hours, Women in Industry, Cost of Living, Information and Statistics, Press, and Publicity. Mr. Gompers has been chairman of the Committee on Labor throughout, with headquarters at Washington. After the signing of the armistice most of the activities of the committee ceased, but the organization was not dissolved, so that its machinery might be available in case it were needed during the reconstruction period.

LABOR, DEPARTMENT OF.

Organized in 1913 for the purpose of fostering, promoting, and developing the welfare of the wage earners of the United States, of improving their working conditions, and of advancing their opportunities for profitable employment. At the time of the entrance of the United States into the war there were four bureaus under the jurisdiction of the department: The Bureau of Labor Statistics, the Bureau of Immigration, the Bureau of Naturalization, and the Children's Bureau. In addition there was a conciliation service conducted directly from the office of the Secretary. On January 3, 1918, the Employment Service, which had previously been a part of the Bureau of Immigration, was also placed directly under the office of the Secretary. The President assigned the administration of a comprehensive coordinated program of labor control recommended by the Council of National Defense to the Secretary of Labor. To assist him in further formulating the program, the Secretary appointed an Advisory Council headed by John Lind, which in the latter part of January presented a plan for the war-time organiza-

tion of the department. In accordance therewith a War Labor Conference Board was first appointed to formulate principles to guide the war labor administration. The board reported on March 29, setting forth these principles and recommending the creation of a National War Labor Board to adjust labor disputes in the fields of production necessary to the effective conduct of the war. The Secretary immediately appointed the members of the War Labor Conference Board, as the members on the National War Labor Board, and this action was formally approved by presidential proclamation of April 8, 1918. This board was an integral part of the Department of Labor, but acted as a judicial body whose decisions were entirely uncontrolled. The Secretary then proceeded with the creation of various additional services within the department, mostly in accordance with the recommendations of the Advisory Council. By July 15, 1918, this work was complete. At that time, in addition to the four original bureaus, the following services were in existence: Employment, Information and Education, Labor Adjustment, Training and Dilution, Working Conditions, Investigation and Inspection, Women in Industry, Civilian Insignia. Besides these services the Division of Negro Economics, the Bureau of Industrial Housing and Transportation, and the War Labor Policies Board had been created. Secretary of Labor, William B. Wilson.

See *Industrial Service, Section on, Council of National Defense.*

LABOR, DEPARTMENT OF; ADVISORY COUNCIL.

Appointed by William B. Wilson, Secretary of Labor, to aid him in formulating the national labor program during the war and in organizing an adequate administration of that program. The council consisted of seven members: Two representing employers; two representing employees; one representing women; a chairman, John Lind, former governor of Minnesota, representing the public; and an economist, L. C. Marshall, of the University of Chicago. The first meeting of the council took place on January 16, 1918. After a week or more of conferences the council outlined a scheme of reorganization of the Department of Labor which was approved by Secretary Wilson. The general plan involved an extension and revision of the existing organizations within the department so as to make them suitable for war-emergency purposes, and the creation of additional services and a means by which they could be brought into proper administrative relations with bureaus in other departments. With the exception of some minor changes, the recommendations of the Advisory Council were carried out.

See *Labor, Department of.*

LABOR DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 2, 1917. This division was in charge of all labor problems, and its chief represented the United States Food Administration on the War Labor Policies Board. J. W. Sullivan, chief, succeeded by M. B. Hammond, June 15, 1918.

LABOR, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

Created in Circular No. 1, issued by the Director General of Railroads on February 9, 1918, wherein W. S. Carter, president of the Brotherhood of Locomotive Firemen and Enginemen, was appointed

director of the Division of Labor. It was the purpose of this division to create a better feeling between employees and officials of the railroads than had existed previous to Government control, and to provide means whereby controversies arising between railroad officials and employees would be promptly and equitably adjusted. To carry out these purposes three Railway Boards of Adjustment were created. These boards were to adjust controversies between railroad managers and organized employees in regard to the interpretation and application of wage schedules and agreements. An assistant director of the Division of Labor was appointed to take care of similar disputes between the managers and the other employees of the railroads. On August 28, 1918, the Women's Service Section was created, with Miss Pauline Goldmark as manager, to give consideration to conditions of employment of women on railroads under Federal control.

LABOR, DIVISION OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created in December, 1917, to have charge of the supply and distribution of labor for the shipyards and of all matters pertaining to the disputes of labor. In the handling of industrial disputes this division took care of cases in their incipient stages. The Shipbuilding Labor Adjustment Board, on the other hand, which had been established for the settlement of industrial disputes in the shipyards, took cognizance at first only of disputes that could not be adjusted by mediation between shipyard employers and employees. After the establishment of the Industrial Relations Division in May, 1918, the Division of Labor became the Labor Section of that division. An order, dated October 25, 1918, announced the abolishment of the section. William Blackman was the original head of the division. He was succeeded by John J. Casey.

LABOR DIVISION, WAR INDUSTRIES BOARD.

Created in July, 1917, to consider all matters affecting labor coming before the War Industries Board. Conferences held by the chairman with representatives of labor and with employers and heads of various Government departments dealt with the adjustment and prevention of strikes and with the securing of special skilled labor for war industries. Cooperation was maintained with the Conciliation Service and the United States Employment Service of the Department of Labor. The chairman was a member of the Price Fixing Committee and of the War Labor Policies Board. On December 12, 1917, the War Prison Labor and National Waste Reclamation Section of the Labor Division was authorized by the War Industries Board. Its function was the development of the utilization of the waste man-power and waste material of the country. The activities of the Labor Division ceased about January 1, 1919. Hugh Frayne, chairman.

LABOR SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Labor, Division of; United States Shipping Board Emergency Fleet Corporation.*

LABOR ADJUSTMENT SERVICE, DEPARTMENT OF LABOR.

As a result of the formation of the war labor administration under Secretary W. B. Wilson in the Department of Labor, during the first half of 1918 the Labor Adjustment Service was given supervision of the work that had formerly been conducted by the Division of Conciliation in the department. The Department of Labor had performed the services of mediation and conciliation in labor disputes since its establishment in 1913. Conciliators employed by the department endeavored to bring together the parties to a dispute so that a settlement might be effected. They made no attempt to act as judges to determine the right or wrong of a dispute, but acted rather in a diplomatic capacity. After the entrance of the United States into the war there was a greatly increased demand on the part of both employers and employees for the services of these conciliators, and at the same time their work became of vital importance as one means of preventing any breakdown in the industries essential for the conduct of the war. During the period of the war the Labor Adjustment Service handled a total of 2,439 strikes or threatened strikes. Of this number 1,566 were adjusted outright; 398 were disposed of through assistance rendered to other adjustment agencies, or were adjusted before the arrival of the conciliator; 282 were referred to the National War Labor Board for final disposition; 93 were pending when the armistice was signed; and in only 100 cases was the department unable to bring about an adjustment. During the latter months of the war about 20 per cent of the cases presented had reached the stage of a strike or lockout whereas in the early months of the war period over 60 per cent of the cases were strikes or lockouts.

LABOR ADJUSTMENT BRANCH, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized in August, 1918, and constituted in part of the old Labor Section. Its function was to handle the adjustment of labor disputes in auxiliary plants producing fittings, supplies, and machinery for ships. Its work thus became complementary to that of the Shipbuilding Labor Adjustment Board, whose jurisdiction did not extend to such disputes. John J. Casey was head of the branch.

LABOR ADMINISTRATION, DIVISION OF; WORKING CONDITIONS SERVICE, DEPARTMENT OF LABOR.

This division was engaged in the development of Federal policies for labor administration in war production. It dealt with the attitude and policies of management toward employees and the personal relations between employers and employed. It studied such problems as scientific management, fatigue, and auditing. Dr. W. M. Leiserson, chief.

LABOR PRIORITIES SECTION, PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

Formed in June, 1918, to determine priorities in labor, as a corollary to the priorities in shipment of fuel and raw materials already in effect. It established a preference list to determine which industries should have first call. It cooperated closely with the United States Employment Service. A. W. Clapp, chief.

LABOR PROCUREMENT SECTION, ADMINISTRATIVE DIVISION, CONSTRUCTION DIVISION OF THE ARMY.

Established August 19, 1918, for the purpose of procuring labor for the construction projects of the War Department. The section endeavored to prevent competitive bidding for labor by contractors and established a system of priorities according to which the urgency of all jobs was graded in three classes, and upon which was based a scheme of labor allocation designed to serve the best interests of the War Department. The section cooperated with the United States Employment Service in the recruiting of labor, and in conjunction with that service was instrumental in bringing to this country nearly 13,000 Porto Rican and 2,600 Bahaman laborers. Another phase of the activities of the section was the arousing of public sentiment in various localities in which a labor shortage existed to have so-called "slackers" utilized as workmen. Maj. H. B. Stafford was in charge of section.

LABOR STATISTICS, BUREAU OF; DEPARTMENT OF LABOR.

A permanent bureau originally organized in January, 1885, as the Bureau of Labor in the Department of the Interior. In 1888 it was made an independent department of the Government but its chief was not given secretarial rank. In 1903 it came under the jurisdiction of the Department of Commerce and Labor. When the Department of Labor was created in 1913, it was put in that department under its present title. It was thus the nucleus around which the present Department of Labor was built. Its present functions are almost wholly statistical and educational. In the letter of January 4, 1918, from the President to the Secretary of Labor intrusting to the latter the creation of a war labor administration, there was recommended among other things the establishment of an agency providing facilities for the gathering of facts relative to labor questions. Upon the existing Bureau of Labor Statistics in the main was placed the duty of carrying out this part of the war labor administration plan. Since July, 1915, the bureau has been publishing the Monthly Review, changed in July, 1918, to the Monthly Labor Review, in which is contained current information and statistics relating to industry and labor. Numerous special studies are also issued by the bureau. They appear in the form of bulletins published in series according to subject and numbered consecutively. During the war these publications have not only furnished information concerning labor questions in this country, but have presented the results of foreign experience with such matters. Commissioner, Royal Meeker, Washington, D. C.

See *Investigation and Inspection Service*, and *Information and Education Service, Department of Labor.*

LABOR SUPPLY SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established October 25, 1918, by order of Vice President Howard Coonley, of the Emergency Fleet Corporation. It took over the function of the old Industrial Service Section of helping to meet the labor shortage in the shipyards. It did not actually recruit labor, but used the machinery of the United States Employment Service,

and cooperated closely with it. The section also endeavored to find new sources of labor supply, and to assist in the introduction of women into shipyards. Through its Draft Classification and Transfer Branch it administered the Emergency Fleet list providing exemption for shipyard workers, and obtained the transfer of skilled workers from the Army. The section was abolished on April 1, 1919. Chairman, C. W. Doten, succeeded by Guy C. Hanna.

LABORATORIES AND INFECTIOUS DISEASES, DIVISION OF; SURGEON GENERAL'S OFFICE.

Created June, 1917. Subordinate to the Division of Laboratories and Infectious Diseases were: A Section on Combating Venereal Diseases; a Division of Urology, transferred to the Division of Surgery, November 18, 1918, and a Division of Epidemiology, established November 18, 1918. The division exercised supervision over Army laboratories and the Army Medical Museum, carried on extensive investigations concerning laboratory control of infectious diseases, and conducted researches in epidemiology and the epidemiological control of infectious diseases. Special attention was devoted to the combating of venereal diseases through education, law enforcement, and prophylaxis. Col. T. T. Russell was in charge, succeeded on February 10, 1919, by Maj. G. R. Callender.

LADDERS WAR SERVICE COMMITTEE.

Organized October 10, 1918, with George M. Richardson as chairman to represent the manufacturers of ladders.

LAKE COMMITTEE, UNITED STATES SHIPPING BOARD.

The Lake Committee was appointed October 26, 1917, by the Shipping Board to have charge of the acquisition, cutting, and removal of vessels from the Great Lakes to the sea for war purposes. It transferred altogether 40 vessels, many of which were newly constructed ships, 10 were steel tugs commandeered from the Lake fleet and fitted with surface condensers for ocean use, and 21 were steel steamers taken from the Lake commerce. Sixteen of the 21 vessels were too long to pass through the locks and had to be cut in two and reassembled on the St. Lawrence, where 12 of them were put together afloat, an achievement never before accomplished. In the cutting and transferring of these vessels the committee was given the cooperation of the Board of Survey and Consulting Engineers. F. A. Eustis was the special agent in charge of the activities, with A. F. Harvey, chairman of the committee.

LAKE CARRIERS' ASSOCIATION.

A voluntary association of the leading shipowners of the Great Lakes, formed to mobilize the vessels which had not been requisitioned and transferred to the Atlantic coast by the United States Shipping Board. It directed the movement and distribution of the bulk of iron ore, wheat, and coal on the Great Lakes, cooperated with the United States Shipping Board on freight rates, and with the Naval Auxiliary Reserve in training men.

LAKE ERIE BITUMINOUS COAL EXCHANGE.

Organized by the Committee on Coal Production of the Council of National Defense in May, 1917, to provide a sufficient supply of coal at the head of the Great Lakes. The long winter had cut the stocks to a low point and had also shortened the Lake season. Arrangements were made with the Lake coal shippers and the railroads and steamship companies serving Lake ports whereby the number of Lake port consignments was reduced through the pooling of coal of similar characteristics from 677 to 97. The pool went into operation June 1, 1917, with Frederick C. Baird in charge. The pool resulted in decreasing the average detention of coal cars at Lake ports from three and a half to two days, thus releasing a large number of cars for other work and helping materially in coal distribution. On October 9, 1917, the United States Fuel Administration confirmed the appointment of Mr. Baird, and he continued in charge of the same work. C. P. White was later appointed in charge of Lake and Canadian distribution.

LAND DIVISION, SIGNAL CORPS.

Created in September, 1917. The functions of the division were as follows: The supervision of all matters pertaining to the commissioned and enlisted personnel of the Signal Corps, exclusive of the Aviation Section, including the procurement, assignment, organization, and training; the training of all radio personnel of the Signal Corps; the maintenance of all radio stations, all matters of Coast Artillery fire control, Signal Corps, telegraph and telephone service, and all Army commercial telephone service. Col. F. B. Curtiss, chief.

LAND OFFICE, DEPARTMENT OF THE INTERIOR.

A continuing branch of the Department of the Interior which during the war cooperated with the legislative branch of the Government to secure appropriate legislation for the increase of the agricultural and mineral products of the country, to protect public land rights of men in the military or naval service during the war, and to develop natural sources of potash supply. The Land Office had charge of restoration and sales of public lands adapted to agricultural uses and the sales of timber for ship and aeroplane construction. Clay Tallman, commissioner.

LAND CLASSIFICATION BRANCH, UNITED STATES GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

Carried on the work of classifying and reporting on the mineral deposits and agricultural lands still remaining in public ownership, thus assisting in making the lands available for entry under the appropriate laws. In January, 1918, it classified 77,730 acres of land as naval petroleum reserves, and 132,024 acres as naval oil-shale reserves. It functioned through two divisions consisting of nine sections: Mineral, E. H. Finch, in charge, and Hydrographic, Herman Stabler, in charge. W. C. Mendenhall, chief of branch.

LAND TRANSPORT BRANCH, TRANSPORTATION DIVISION, QUARTERMASTER GENERAL.

Established prior to the outbreak of war under the name of Land Transportation Branch, the designation being changed April 16,

1918. The branch was abolished on June 15, 1918. Chief, Capt. J. T. Taylor.

LATCH NEEDLES WAR SERVICE COMMITTEE.

Organized June 24, 1918, by the Miscellaneous Section of the War Industries Board to represent the industry in regard to allotments of steel and conservation. W. R. Reid, chairman.

LAUNDRIES BRANCH, SALVAGE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established April 16, 1918. It was responsible to Reclamation Division prior to April 22, 1918, and to Conservation and Reclamation Division from April 22 to October 28, 1918. This branch controlled all Government laundries operated within the military establishment and made contracts for laundry service at camps where no Government laundries existed. J. E. Dann, chief.

LAUNDRY MACHINERY WAR SERVICE COMMITTEE.

Organized September 27, 1918, with L. S. Smith as chairman. The committee cooperated with the War Industries Board.

LAW, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

Dated from the organization of the Director General's staff, announced February 9, 1918. John Barton Payne, appointed general counsel for the Railroad Administration, became director of the Division of Law, which has had general supervision of all legal activities of railroads under Federal control, of the preparation of contracts with the carriers, and of work relating to claims and the protection of property. Subordinate organizations were the Committee on Compensation and Contracts and the Claims and Property Protection Section, the latter taking over the functions of the Section for the Protection of Railroad Property and the Freight Claim Section, also of the Division of Law.

LAW DIVISION, UNITED STATES SHIPPING BOARD.

Organized to advise the Shipping Board on all legal matters, to handle the current legal work of the board, and to furnish legal assistance to its various divisions and bureaus. The work of the division included the care of the entire law work of the Division of Operations, the preparation of charters, requisition papers, operation agreements and contracts, and the formal preparation of legislation for Congress, together with some other activities not of a strictly legal character. Some of the important matters in which the division was concerned were questions of just compensation for requisitioned or lost ships, terms on which Shipping Board vessels were turned over to the Army and Navy Departments, and arrangements with foreign countries for securing additional tonnage. The current admiralty work in connection with ship operation was handled by an Admiralty Section of the division, but actual litigation was referred to the Department of Justice. E. G. Burling, chief counsel, was succeeded by S. L. Whipple.

LAW ENFORCEMENT DIVISION, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Created immediately upon the organization of the Commission on Training Camp Activities following the passage of the selective service act, approved May 18, 1917. The principal function of the division in connection with the war program was to render prostitutes and liquor inaccessible to the armed forces of the United States. This work was later supplemented by preventive work with women and girl delinquents and by the establishment of reformatories and houses of detention for the rehabilitation of offenders. The division was also concerned in carrying out a program in the various States looking toward the adoption of the legislation necessary to carry out the War Department policy for the protection of the armed force. This work was carried on through the Sections on Vice and Liquor Control, Work with Women and Girls, Reformatories and Houses of Detention, and Legislation. Maj. Bascom Johnson was chief of the Law Enforcement Division from its establishment to November 11, 1918, after which date he continued in charge as director until January 25, 1919. Capt. De Lo E. Mook served as director after January 25, 1919.

LAW AND NTERNATIONAL RELATIONS, DEPARTMENT OF; AMERICAN NATIONAL RED CROSS.

This department had charge of those activities of the Red Cross overseas with particular relation to the Army and Navy. The Bureau of Prisoners' Relief directed the activities of the committee at Berne and distributed large amounts of food and clothing to prisoners, both military and civilian. The Bureau of Communication kept the people at home in touch with those in the field, especially those sick or wounded. It functioned through the following branches: Communication, Prisoners' Relief, Insurance, Cables and Legislation, and Legal Procedure. George B. Case, director.

LEAD COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

A cooperative subcommittee of the Committee on Raw Materials appointed April 6, 1917. Its administrative headquarters were in New York with a branch in Washington. It aided in fixing prices and in allotting Government orders, until it was disbanded October 31, 1917, after the passage of the Food and Fuel Act. Clinton H. Crane, chairman.

LEAD PENCILS WAR SERVICE COMMITTEE.

Organized June 25, 1918, by the Conservation Division of the War Industries Board to take up the conservation of brass and rubber. E. Berolzheimer, chairman.

LEAD PRODUCERS' COMMITTEE FOR WAR SERVICE.

Organized June 4, 1918, to allocate Government purchases of pig lead, which had been supervised by Pope Yeatman, chief of the Non-Ferrous Metals Section of the War Industries Board, in the interval since the dissolution of the Lead Cooperative Committee, Council of National Defense. After September 1, 1918, it allocated

all pig lead produced or refined in the United States in order to bring the whole industry into touch with the conservation program. It ceased to act as exclusive selling agent for the industry on December 21, 1918. Clinton H. Crane, chairman.

LEAGUE OF NATIONS COMMISSION, PEACE CONFERENCE.

Constituted as the keystone of the peace program by unanimous adoption of the following resolution presented by the bureau of the conference at the second plenary session of the Peace Conference on January 25, 1919:

1. It is essential to the maintenance of the world settlement, which the associated nations are now met to establish, that a league of nations be created to promote international cooperation, to insure the fulfilment of accepted international obligations, and to provide safeguards against war.
2. This league should be treated as an integral part of the general treaty of peace, and should be open to every civilized nation which can be relied upon to promote its objects.
3. The members of the league should periodically meet in international conference, and should have a permanent organization and secretariat to carry on the business of the league in the intervals between the conference.

The commission was made up of the following representatives: United States of America, the President of the United States, Col. Edward M. House; British Empire, the Right Hon. the Lord Robert Cecil, Lieut. Gen. the Right Hon. J. C. Smuts; France, M. Leon Bourgeois, M. Larnaude; Italy, M. Orlando, M. Scialoja; Japan, Baron Makino, Viscount Chinda; Belgium, M. Hymans; Brazil, M. Epitacio Pessoa; China, Wellington Koo; Portugal, M. Jayme Batalha Reis; Serbia, M. Vesnitch; Czecho-Slovak Republic, M. Kramarz; Greece, M. Venizelos; Poland, M. Dmowski; Roumania, M. Diamandy. First meeting held February 3, 1919, under chairmanship of President Wilson.

LEATHER BELTING SECTION, HIDE, LEATHER, AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

This section was organized August 1, 1918. The section prepared specifications for use by the purchasing departments of the Government in procurement of leather belting and compiled a report on the situation in the trade. Sale restrictions made were later modified and then removed, and the section was discontinued November 23, 1918. George B. Rowbotham, chief.

LEATHER CLOTHING SECTION, LEATHER AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed October 8, 1918. Besides being responsible for procurement, production, and inspection of all leather clothing used by the Army except shoes, it designed and redesigned jerkins, fur clothing, aviators' vests, caps, and miscellaneous sheepskin and glove leather articles. Capt. W. W. Wheeler, chief.

LEATHER COMMODITIES SECTION, WAR INDUSTRIES BOARD.

See *Upper and Harness, Bag and Strap Leather Section, War Industries Board.*

LEATHER GOODS SECTION, LEATHER AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed October 8, 1918. It was responsible for the procurement, production, and inspection of all rubber footwear, clothing, and equipment used by the Army. Maj. Joseph C. Byron, chief, succeeded by G. R. Harsh.

LEATHER MATERIALS BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed June 14, 1918, and abolished September 21, 1918, upon the organization of the Clothing and Equipment Division in the Purchase, Storage and Traffic Division. C. F. C. Stout, chief.

LEATHER AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Established January 18, 1918. It functioned through the Shoe, Harness, Leather Clothing, and Leather Goods Sections, and was charged with the procurement, production, and inspection of all shoes, harness, leather clothing equipment, and all rubber goods used by the Army. From January 18 to October 28, 1918, the name of the branch was Shoes, Leather and Rubber. J. F. McElwain, J. W. Craddock, and Maj. J. C. Byron successively served as chief.

LEGAL BUREAU, ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

General legal work was in charge of H. D. Nims at the time of the organization of the United States Fuel Administration. B. W. Warren was appointed September 14, 1917, as legal adviser to the Fuel Administrator. The work was divided into two sections, Contracts and Enforcements, until May 28, 1918, when W. T. Alden became general solicitor and reorganized the Legal Bureau into five sections: Orders, Rulings, and Interpretations; Diversions, Requisitions and Confiscations; Contracts, which included examination of contracts made prior to and subsequent to the organization of the United States Fuel Administration; Licenses, which issued permits to distributors under the President's proclamation of March 15, 1918; Enforcement, which prepared for the Department of Justice cases of violation which warranted council proceedings. A License Board determined the cases of violations of license regulations. Frank E. Harkness was appointed general solicitor January 3, 1919, to continue in charge to wind up the legal affairs of the United States Fuel Administration.

LEGAL COMMITTEE, GENERAL MUNITIONS BOARD, COUNCIL OF NATIONAL DEFENSE.

See *Legal Section, War Industries Board.*

LEGAL DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

Organized in April, 1918, under the Bureau of Industrial Housing and Transportation, United States Housing Corporation. It

gave advice on all problems of a legal nature involved in the work of the bureau, some of which were the formation of the United States Housing Corporation, the acquisition of title to real estate, and the making of contracts for construction and personal service with individual firms, transportation and public utility companies, and municipalities. The division employed local counsel on each of its housing projects to carry on necessary negotiations. Chief counsel, May, 1918, to August 14, 1918, Charles P. Howland; September 4 to December 15, 1918, A. B. Kerr; Stuart Chevalier appointed March 1, 1919.

LEGAL DIVISION, FEDERAL TRADE COMMISSION.

During the war this division was concerned to a constantly increasing extent with exercising the power of the commission to forbid unfair methods of competition, in some instances in cases directly affecting the war activities of the Government. It investigated a number of cases of hoarding at the request of the United States Food Administration.

LEGAL DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 10, 1917. This division had charge of the interpretation of all rules and regulations of the United States Food Administration and gave general legal advice to all division heads. Judge Curtis H. Lindley was chief until January 15, 1918, when he was succeeded by William A. Glasgow, jr.

LEGAL DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established August 20, 1917, with J. P. Cotton as senior counsel, to handle the law work of the Emergency Fleet Corporation. The services included the drafting of contracts for ships, drydocks, material, equipment, and housing, and giving legal advice and assistance to the various divisions of the corporation, intepreting contract provisions, and adjusting disputes and conflicting claims. The division grew rapidly in order to keep pace with the increasing work of the corporation, and by October, 1918, the first staff of 7 attorneys at Washington had increased to 32 scattered throughout the country, with assistant counsels in the principal shipbuilding centers to advise the local representatives of the corporation. One of the most important tasks performed by the division was making settlement with the owners of the 427 ships which were requisitioned by the board in various stages of incompletion. Another important task was the drafting of the shipyard housing bill and the handling of the legal questions which arose in its administration. By an executive order of the President the litigation of the Emergency Fleet Corporation was conducted by the Attorney General with the cooperation of the Legal Division. Lloyd Buckley as head of the division was followed by John B. Payne, general counsel, who was succeeded by C. W. Cuthell March 1, 1918. On January 25, 1919, W. H. White, jr., was appointed to replace Mr. Cuthell (resigned), and he in turn was succeeded by W. C. McNitt April 3, 1919.

LEGAL SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

See *Contract Section, Procurement Division, Ordnance Department.*

LEGAL SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

Organized in April, 1917, to have charge of all legal problems, all administrative problems with a legal bearing, and all matters of precedent and practice involved in the purchase and commandeering of naval supplies. Titus B. Snoddy, chief.

LEGAL SECTION, WAR INDUSTRIES BOARD.

Successor of the Legal Committee of the General Munitions Board, Council of National Defense, organized in May, 1917. Its first task was to draft contracts for supplies and construction. Its activities widened to include the following: Rendering opinions on the Government's rights and liabilities under existing law; on just compensation under war conditions; on the legality of suggested procedure, such as priority certificates, payment of royalties, compulsory orders in breach of contract cases, and on the legalization needed for the more effective prosecution of the war. The section was discontinued December 31, 1918. Robert J. Bulkley was chairman, succeeded in September, 1918, by H. M. Channing as chief of section.

LEGAL AND ADVISORY BOARD, ORDNANCE DEPARTMENT.

Appointed January 26, 1918, to coordinate, supervise and direct the legal work of the several bureaus and divisions of the Ordnance Department. It was the agency through which all matters were taken up with the office of the Judge Advocate General. The board was dissolved March 6, 1918. Members of the board were Lieut. Col. Ralph Crews, Lieut. Col. M. F. Griggs, Col. C. L. McKeehan.

LEGAL ADVISORY BOARDS, PROVOST MARSHAL GENERAL.

Under the operation of the selective service act it became necessary to provide some means whereby registrants might secure information regarding their rights and obligations under the law and expert legal advice in cases involving difficult points. Late in 1917 the plan was adopted of appointing a legal advisory board for each local board to assist it in the performance of its duties. The members of these boards were nominated by the governors of the various States and appointed by the President. Altogether 3,646 such boards were appointed. In the appointment of these boards assistance was rendered by the American Bar Association as well as by the legal profession in general. The legal advisory boards performed great service in assisting registrants in filling out questionnaires, all of which assistance was rendered without the payment of fees.

LEGISLATION, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed with Dr. Victor C. Vaughan, chairman. Its draft of a provision to safeguard troops from vice in camp zones was included

as section 13 of the Army bill. It brought about the local manufacture of salvarsan, through its Subcommittee on Salvarsan, Dr. George Walker, chairman, as well as other German-owned medicinal preparations.

LIAISON BRANCH, SUPPLY CONTROL DIVISION, QUARTERMASTER GENERAL.

Created August 30, 1918. Under the direction of Maj. Parmel Herrick the Liaison Branch furnished the medium of connection between the Supply Control Division and the Purchase and Supply Branch of the Purchase, Storage and Traffic Division, General Staff. Abolished upon the reorganization of the office of the Director of Purchase and Storage, October 28, 1918.

LIAISON DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the Chief of the Motor Transport Corps, dated August 30, 1918, as the Overseas Liaison Division. Later the name was changed to Liaison Division, and there were two subdivisions which handled oversea and domestic liaison, the former handling all questions relating to that portion of the Motor Transport Corps with the A. E. F., while the latter supervised relations between the Motor Transport Corps and the various other War Department bureaus in Washington. Col. J. W. Furlow, chief.

LIBERTY LOAN COMMITTEES, FEDERAL RESERVE DISTRICTS.

The committees, one for each Federal reserve district, through which the War Loan Organization of the Treasury Department conducted its campaigns for the sale of Liberty bonds. The committees were formed under the auspices of their respective Federal reserve banks, conducted their operations through the banks, and in each case had as directing heads the governors of the banks. Elaborate committee organizations were perfected, including subdivisions corresponding generally to the sales and publicity divisions of the War Loan Organization and reporting to that organization. The committees organized subordinate State, county, and city committees, supervised the work of the subordinate committees, and carried on, under the general supervision of the War Loan Organization, the vast amount of detail work connected with Liberty loan publicity, subscriptions, payments, deliveries, exchange, and conversion. The membership of the committees was selected from the leaders in banking and investment circles in the respective districts. The personnel working under their direction, aggregating approximately 3,000,000, was largely made up of volunteers. With the expansion of the activities of the committees large organizations of paid employees were built up, numbering in the case of the largest district more than 1,200 employees.

LIBERTY LOAN DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

See *Woman's Liberty Loan Committee, National.*

LIBERTY THEATER DIVISION, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Organized in August, 1917, for the purpose of providing theatrical and moving-picture entertainment for soldiers while in training. Lee F. Hammer, director, August, 1917, to February, 1918; Malcolm L. McBride, director, February, 1918, to November 11, 1918.

LIBRARY WAR SERVICE, AMERICAN LIBRARY ASSOCIATION.

The Library War Service Committee was appointed June 22, 1917. On June 28 the Commission on Training Camp Activities requested the Library War Service to assume responsibility for providing library facilities to camps and cantonments. The actual work of providing these facilities was taken over on October 4, 1917, when a general director for the Library War Service was appointed. The service provided reading matter and library facilities during the war emergency for the American military and naval forces and others directly affected by the war in this country and overseas. Dr. Herbert Putnam, general director. Carl H. Milam, acting general director during Dr. Putnam's absence in France, December 12, 1918.

LICENSE DIVISION, LAW DEPARTMENT, UNITED STATES FOOD ADMINISTRATION.

Organized August 14, 1917, to issue all domestic licenses and licenses for importers, distributors, and manufacturers of commodities listed in the President's proclamation of October 8, 1917. All elevators and warehouses handling wheat, rye, and their products, refiners of sugar and sirups, all importers and all commodities or persons listed under various Executive orders and proclamations were licensed by this division. On December 31, 1918, 263,737 firms and individuals were under license by the United States Food Administration. In July, 1918, this section became known as the License Report Division. William B. Owens, chief.

LIGHTHOUSES, BUREAU OF, DEPARTMENT OF COMMERCE.

By authority of the naval appropriation act of August 29, 1916, the President transferred on April 11, 1917, 30 lighthouse tenders to the War Department, 19 vessels and 21 light stations to the Navy Department. The work of these vessels and stations consisted principally of work on submarine nets and buoyage, patrol and water service, and drill in mine laying. The regular work of the Lighthouse Service, which includes the maintenance of lighthouses, lightships, buoys, and beacons, has been maintained and largely increased by war-time demands. The coast lighthouses have maintained a watch for enemy submarines and other enemy activities. The Lighthouse Service cooperated with the United States Shipping Board on matters of design of vessels, and with the Chain Section of the War Industries Board in regard to standardization of iron and steel chain. George R. Putnam, commissioner.

LIGHTING FIXTURES WAR SERVICE COMMITTEE.

Organized July 20, 1918, to cooperate with the Building Materials Section of the War Industries Board and to furnish materials to the United States Housing Corporation. C. F. Kinsman, chairman.

LIME WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board, with W. F. Carson as chairman.

LINOLEUM WAR SERVICE COMMITTEE.

Organized August 5, 1918, at a meeting of linoleum manufacturers with the Navy Department. The committee represented the industry before the War Industries Board in the matter of securing burlap and linseed oil for the manufacture of linoleum. J. J. Evans, chairman.

LINSEED CRUSHERS' WAR SERVICE COMMITTEE.

Organized May 23, 1918, by the Fats and Oil Section of the United States Food Administration. Howard Kellogg, chairman.

LIQUIDATION COMMISSION, UNITED STATES; WAR DEPARTMENT.

A post-armistice War Department board created by the Secretary of War on February 11, 1919, to liquidate the financial affairs of the American Expeditionary Forces and to adjust War Department financial arrangements with the allied governments. Under authority of existing statutes and additional authority granted by act of Congress of March 2, 1919, the Secretary of War delegated to the commission the power to adjust and settle all contracts and claims of the United States against foreign governments and individuals, whether formal or informal, and to adjust and settle all claims of foreign governments or individuals against the United States, in so far as such contracts and claims arose in connection with the war. The commission was further empowered to sell or otherwise dispose of all United States property, of whatever sort, located in foreign countries and used in connection with the prosecution of the war. Subsequent orders created a Board of Canadian Contract Assessors, and the powers of the Liquidation Commission in the settlement of financial affairs involving Canada and Canadians were given to the assessors. The commission was organized in February and established headquarters in Paris, where it liquidated claims and negotiated for the sale of the railway equipment, docks, warehouses, and various forms of movable property which it was desirable to dispose of. In the case of War Department agreements with the associated nations based upon arangements made in the United States, preliminary adjustment was made by Chester W. Cuthell, who was designated special representative of the Secretary of War. The membership of the Liquidation Commission is as follows: Edwin B. Parker, chairman, Brig. Gen. C. G. Dawes, Henry H. Hollis, and Homer H. Johnson.

LITHOGRAPHERS, WAR SERVICE COMMITTEE OF EMPLOYING.

Appointed June 18, 1918, to represent the industry. Conferences were held with the committees of the Label Manufacturers' National Association and the Folding Box Manufacturers' National Association, and suggestions were sent to the War Industries Board on the subject of conservation and curtailment in relation to the consumption of paper. Conferences were held with the Pulp and Paper

Section, War Industries Board, and an agreement was reached in regard to the consumption of paper by the industry. William S. Forbes, chairman.

LITHOPONE MANUFACTURERS' WAR SERVICE COMMITTEE.

Appointed May 17, 1918, at a meeting of the Institute of Lithopone Manufacturers. The committee represented manufacturers of sulphide of zinc used in paints. A. S. Krebs, chairman.

LIVE-STOCK MARKET COMMITTEE.

Appointed in October, 1918, by the United States Food Administration to undertake the supervision of the plan concerning the marketing of hogs which was adopted at a conference between the Live Stock Subcommittee of the Agricultural Advisory Board and the United States Food Administration. Thomas E. Wilson, Everett Brown, Maj. E. L. Roy, and Louis D. Hall composed the committee.

LIVING CONDITIONS OF WAR WORKERS, COMMISSION ON; DEPARTMENT OF LABOR.

A commission of four appointed by the Secretary of Labor in October, 1918, upon the recommendation of the War Labor Policies Board. Its personnel included specialists in recreation, education, public health, and public utilities, whose duties were to investigate living conditions where war workers were located, determine factors that were reducing production, and help to build up a democratic social life in the new industrial communities. John R. Richards, chairman.

LOADING SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Created November 9, 1917, as the Loading Branch of the Purchase Section, Gun Division, and transferred to the Procurement Division in January, 1918. The section supervised all negotiations connected with planning orders and contracts for loading projectiles, fuze, trench warfare material, etc. It had nothing to do with the loading of articles generally purchased complete and loaded. Its functions included the placing of orders and contracts for the assembly of fixed ammunition where this process was a separate contract and not included in the purchase of the complete ammunition. Maj. Halstead Lindsley was head of the section until March, 1918, when he was succeeded by Capt. R. W. Salisbury as acting head. On August 14, 1918, Capt. G. N. Huntling became acting head.

LOADING SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created July 16, 1918. This section maintained close relations with the Ammunition and Explosives Sections, and had charge of the shells as they reached loading plants or storage. The Loading Section was consolidated November 6, 1918, with the Explosives Section, and was subsequently known as Explosives and Loading Division. Maj. W. E. Harkness, chief; succeeded on August 19, 1918, by Col. D. J. McKay.

LOADING PLANTS, BOARD OF OFFICERS FOR SUPPLYING AND MAINTAINING TROOPS AT; ORDNANCE DEPARTMENT.

Appointed on October 16, 1918, to take entire charge on behalf of the Ordnance Department of arrangements for supplying and maintaining troops at ammunition-loading plants. This action was necessary to meet the emergency which required the completion of loading facilities and the reestablishment of loading production at the earliest possible moment. The members of the board were Col. Douglas I. McKay, Maj. Fred A. Rogers, and Maj. W. P. Jeffrey. The board was dissolved on November 2, 1918.

LOCAL BOARDS, PROVOST MARSHAL GENERAL.

It was through the local boards that the process of inducting men into the military service in accordance with the terms of the selective service act was carried out. They were civilian, rather than military agencies, whose members were appointed by the President upon the recommendation of the State executives. Members were chosen, not because of any particular technical or professional qualifications, but rather because of their personal integrity, fairness, and knowledge of local conditions. Upon the local boards rested the task of selecting the men who were to be inducted into the Army, mobilizing them, and delivering them to the various camps. This process included registration, excepting the initial registration of June 5, 1917; the determination of order and serial numbers; classification; passing upon claims of exemption; and the calling out and entrainment of the various quotas. Detailed records had to be kept of every step in this procedure. Moreover, the local boards displayed great persistence in seeing that no man evaded the performance of his obligations under the selective service act. The decisions of the local boards in cases involving claims for exemption were subject to review by the district boards. Assisting the local boards were medical advisory boards, legal advisory boards, and boards of instruction. The number of local boards varied slightly from time to time, but the total finally reached 4,648, with a membership of 14,416. The local boards were formally discontinued on March 31, 1919.

LOCOMOTIVE SECTION, DIVISION OF TRANSPORTATION (LATER OPERATION), UNITED STATES RAILROAD ADMINISTRATION.

Created February 9, 1918. It was the duty of the manager of the Locomotive Section to supervise the maintenance and repair of locomotives at all railway shops and roundhouses and at outside shops. The section was discontinued on July 1, 1918, its duties being taken over by the Mechanical Department of the Division of Operation, which was created on the same date. Frank McManamy, manager.

LOCOMOTIVE CRANE BUILDERS' WAR SERVICE COMMITTEE.

Organized by the Electric and Power Equipment Section of the War Industries Board to handle the Government's requirements for locomotive cranes. Sheldon Cary, chairman.

LOCOMOTIVE INSPECTION, BUREAU OF; INTERSTATE COMMERCE COMMISSION.

During the months of November and December, 1917, and January, February, and March, 1918, a large number of the inspectors of this

bureau were engaged in the special work of checking the congestion at railroad terminals in an effort to see that locomotives were available so that the movement of coal might be expedited and the prevailing fuel shortage relieved. Their work contributed materially toward breaking the traffic blockade and speeding the movement of coal and other freight. A number of inspectors of locomotives were permanently transferred to the service of the Director General of Railroads because of their general knowledge of equipment and the special training in the conducting of investigations. The Bureau of Locomotive Inspection also investigated numerous cases arising under the priority of shipment act of August 10, 1917. A. G. Park, chief.

LOCOMOTIVES, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Created May 1, 1917. The committee consisted of four members, including the chairman, and its duties were to keep the Government constantly advised of the locomotive situation from the manufacturing point of view, to provide for an increased output as economically as possible by coordinating the efforts of manufacturers, and to secure the most efficient use possible of the existing rolling stock. The committee also assisted in designing and building locomotives for Government use in France, and in regulating the distribution of American-built locomotives among the allies, particularly France, Russia, and Italy. The committee was dissolved on September 20, 1917. Chairman, S. M. Vauclain.

LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A division of the Bureau of Supplies and Accounts which had charge of the procurement of supplies of fuel, requisitioning and chartering of vessels, upkeep of fuel stocks, development and maintenance of fueling stations and bunkering depots, classification of acceptable fuels, logistics with respect to fuel needs and war-plan records and reports. The division functioned through the following sections: Confidential Matters and Logistic Records; Fuel Stocks and Vessel Assignments; Allotment and Distribution of Navy Fuel; Development of Fueling Facilities; Ship Charterings and Reports; and Fuel Requirements. Commander James C. Hilton, chief.

LOYAL LEGION OF LOGGERS AND LUMBERMEN.

A patriotic organization of both employers and employees authorized by the Secretary of War on November 23, 1917, at the suggestion of Lieut. Col. (later Brig. Gen.) Brice P. Disque, commanding officer of the Spruce Production Division. It functioned under the direction of Col. Disque and the Spruce Production Division for the purpose of looking out for the needs of the loggers and of bringing home to the civilian laborers and operators their vital connection with the Government's war effort to increase the output of spruce and fir lumber in Washington and Oregon. The organization was divided into districts with chapters at each camp and mill, and at the time of the armistice was made up of about 125,000 mem-

bers who had received a badge and signed a pledge of loyalty and earnest effort, to get out timber for airplanes, ships, and munition boxes. During the war the league was an important element in stabilizing the industry, securing the reduction of labor turnover, eliminating strikes, establishing the basic eight-hour day, and improving camp living conditions and sanitation. Upon the signing of the armistice and the consequent withdrawal of Government supervision, the league was reorganized on a peace-time basis under a constitution adopted January 6, 1919.

LUBRICANTS AND FOREIGN REQUIREMENTS, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau formed the point of contact between the Oil Division and the allied nations, the Army, Navy, and War Trade Board. It had jurisdiction over the purchase and movement of petroleum supplies for overseas, and matters concerning prices of all petroleum products for export or for sale to the allies. It was concerned with all matters relating to lubricating oils for domestic or foreign use, including prices. A. C. Woodman, director.

LUMBER ADMINISTRATOR, PURCHASING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The office of the Lumber Administrator of the Emergency Fleet Corporation was established in the spring of 1918 to administer all activities of the corporation connected with the production and storage of lumber. It had charge of cargo lumber storage yards, with representatives in each yard to maintain proper records, receipts, and shipments, control over all logging, and placing of orders with sawmills. In July, Administrator J. H. Kirby resigned and his board ceased to function, and on August 28, 1918, the activities of the former offices of lumber administrator and assistant lumber administrator were embraced under the jurisdiction of the lumber section of the Supply Division, created on that date with W. J. Hayneu, lumber supervisor.

LUMBER COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

See *Lumber Section, War Industries Board.*

LUMBER COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Appointed by Bernard Baruch, chairman of the Committee on Raw Materials, Council of National Defense, April 27, 1917. The committee acted as the point of contact between the lumber industry and the Government, organizing emergency bureaus through which orders were placed for lumber for Government requirements. Price agreements were made by the committee and specifications prepared. With the passage of the food and fuel act the committee ceased to function, and the chairman was made lumber director for the War Industries Board. R. H. Downman, chairman.

LUMBER, DIRECTOR OF.

See *Lumber Section, War Industries Board.*

LUMBER SECTION, WAR INDUSTRIES BOARD.

Continued the work begun by the Lumber Committee, Council of National Defense. It began to distribute lumber orders when the United States Railroad Administration in May, 1918, decided to pass lumber requisitions to this section. After the fixing of maximum prices in July, 1918, the section appointed Regional Lumber Administrators to carry out rulings. R. H. Downman was chairman of the Lumber Committee, Council of National Defense, later director of lumber, War Industries Board, and was succeeded July 19, 1918, by Charles Edgar, chief of section and director of lumber.

LUMBER DISTRIBUTORS, NATIONAL BUREAU OF WHOLESALE.

Created May 1, 1918, for the purpose of bringing the wholesale lumber distributors of the country together for cooperation with each other and with the Government during the war with Germany. After the signing of the armistice the bureau was made a permanent organization by a decision of its board of directors. L. Germaine, jr., was president of the bureau from the date of its creation.

LUMBER EMERGENCY BUREAU, WEST COAST.

The Douglas Fir Emergency Bureau was renamed the West Coast Lumber Emergency Bureau in the fall of 1917. It had the same functions and duties as the former bureau, and was later transformed into the Fir Production Board. Lynde Palmer, Washington representative.

LUMBER AND FOREST PRODUCTS, JOINT OFFICE ON; WAR INDUSTRIES BOARD.

Formed with Howard L. Hall and Homer Hoyt representing, respectively, the War Industries Board and the War Trade Board, cooperating with the Forest Service. It made statistical reports on lumber and forest products, acting as a clearing house on these items, and made recommendations on policies for their control.

LUMBER INDUSTRY, WHOLESALE; WAR SERVICE COMMITTEE.

Appointed March 28, 1918, at the annual meeting of the National Wholesale Lumber Dealers' Association. The committee represented the wholesale interests together with the lumber director of the War Industries Board, and represented the members of the association with Government departments. Edward Eiler, chairman.

LUMBER AND LOGGING CAMP CONSERVATION COMMITTEE.

Organized by the Spruce Production Division to supervise the preparation of food in the lumber camps of the Northwest and to effect conservation wherever possible. The committee conducted surveys and was successful in eliminating waste and in improving the rations. The Loyal Legion of Loggers and Lumbermen cooperated with this committee. Capt. T. Thoraldsen, director.

MACHINE TOOL SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

This section was created October 1, 1917, to make a survey of output, to list available equipment, to tabulate requirements of the War

and Navy Departments, and to guide tool builders in organizing a shop program. The section secured from manufacturers lists of purchasers for 20 years back, and also shop schedules of output, with sold and unsold proportions, for five months, October, 1917, to February, 1918, inclusive, from which figures the War Trade Board was able to make modifications of their conservation list. This section authorized a canvass of export warehouses in New York with the result that many hundred boxes of machine tools for foreign countries were found. A decision was arrived at by which the said tools were commandeered. The section was discontinued December 31, 1918. G. E. Merryweather, chief.

MACHINE TOOL MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized in February, 1918, by the National Machine Tool Builders' Association. The industry through its intensive methods of production was able to multiply its normal output, and thus forwarded the Government's war program. C. Walter Wood, chairman.

MACHINE TOOLS SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established about January 1, 1919, to have supervision over the sale of the surplus machine tools belonging to the various War Department bureaus. This material included all metal and wood working tools, railway equipment, forging equipment, iron and structural workers' power tools, dredgers, ditchers, etc. As late as April 1, 1919, no agreement had been reached between the section and machine-tool makers and dealers for the sale of this surplus equipment, as the Ordance Department was authorized to sell the existing stocks at auction and through sealed bids in each ordnance district of the United States. The successive chiefs of the section were Lieut. Col. A. LaMar, Maj. P. E. Goodwin, and C. E. Hildreth.

MACHINERY BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of purchase specifications, purchase negotiations, and selection of materials. These were steam and gas power machinery, water supply machinery, road and construction machinery, shop machinery, and mechanical rubber goods. Lieut. Col. J. E. Long, chief.

MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Established October 22, 1918, taking over the Depot Department, the Administrative Department, except the Financial Division, and the Engineering and Purchasing Department of the General Engineer Depot. This division had charge of purchase specifications, purchase negotiations, and of the selection, production, inspection, and acceptance of materials contracted for. These included steam and gas power machinery, water supply machinery, mechanical rubber goods, railroad materials, construction materials, steel products, electrical supplies, electric motors, wire and cable, and scientific instruments used in the Army. It functioned through the Machin-

ery, Administrative, Engineering and Construction Materials, Precisions Instruments, Electrical Apparatus and Supplies, and Signal Branches. Lieut. Col. Earl Wheeler, chief.

MAGNET WIRE WAR SERVICE COMMITTEE.

Organized by the Electric and Power Equipment Section, War Industries Board, to represent the industry before that section. J. C. Belden, chairman.

MAHOGANY MANUFACTURERS' AND IMPORTERS' ASSOCIATION WAR COMMITTEE.

Organized in conjunction with the War Trade Board, after conference on January 21, 1918, in order to serve the Government requirements for airplane propeller stock. Thomas Williams, president.

MAINTENANCE DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

This division was responsible for the maintenance of ships when once completed, the supply and maintenance of the necessary equipment, and the general readiness of the fleet, in so far as the Bureau of Construction and Repair was responsible. This division also had charge of camouflage and other protection devices. Chief, Capt. J. D. Bennet, followed by W. G. Du Bose.

MAINTENANCE DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the chief of the Motor Transport Corps, dated August 30, 1918. It was responsible for the maintenance, repair, and salvage of all Motor Transport Corps vehicles, and for the distribution of all spare parts, material, and equipment pertaining to the corps. It also had charge of the distribution and operation of all motor transport repair shops and repair facilities, and had supervision over all corps depots, shops, garages, repair shops, reception parks, reserve parks, and salvage agencies. Subordinate to the division were the following branches: Advisory and Planning Staff; Executive Branch; Base and Field Shops; Spare Parts and Accessories; Machinery and Tools; Trades, Procurement, and Classification; Crating and Boxing; Motor Transport Depots; Follow Up; and Salvage Engineering. G. E. Randles, chief.

MAINTENANCE OF EXISTING SOCIAL SERVICE AGENCIES DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Established to see that the same standards of social service activities were maintained during the war that had existed prior to the war, since it was feared that contributors to charities might withdraw their support because of interest in new causes. Surveys in 14 States showed that social service agencies were suffering not so much from diminished funds as from a shortage of workers, and to meet this need volunteers were recruited and classes for their training established. Assistance was also given in campaigns to recruit nurses for home and military service. Mrs. Philip U. Moore, chairman.

MAINTENANCE AND OPERATING DIVISION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

The duties of this division included the keeping of financial accounts and records, the preparation of annual estimates, handling of requisitions, supervision of navy-yard transportation facilities and communication systems, and the keeping of data concerning public works and yards. The division was under the supervision of William M. Smith, special assistant to the Chief of the Bureau of Yards and Docks.

MAINTENANCE AND REPAIR BRANCH, CONSTRUCTION DIVISION OF THE ARMY.

Transferred from the office of the Quartermaster General to the Construction Division October 10, 1917. It had supervision of all work of maintenance and repair at permanent and temporary Army posts and camps. It maintained cooperation with the officers in charge of maintenance and repair at the camps. Lieut. Col. C. D. Hartman, chief.

MALLEABLE CASTINGS SUBCOMMITTEE, AMERICAN IRON AND STEEL INSTITUTE.

Created October, 1917, as a subcommittee of the American Iron and Steel Institute. The committee represented the malleable iron industry, furnished specifications to Government departments, and provided for the distribution of Government contracts. Frank J. Lanahan, chairman.

MALTING INDUSTRY WAR SERVICE COMMITTEE.

Appointed in December, 1917, for the purpose of assisting the Food Administration in the preparation as well as enforcement of rules for the malting business. This committee worked through the Coarse Grains Section of the United States Food Administration. G. W. Hales, chairman.

MANNING AMERICAN MERCHANT MARINE, SPECIAL COMMITTEE ON; UNITED STATES SHIPPING BOARD.

Appointed August 7, 1918, as a special committee of the Shipping Board to study and report on the manning of the American merchant marine from every angle presented by war conditions and the future trade requirements of the country. The committee submitted its report after the signing of the armistice, but none of the recommendations presented was followed. George Nichols, chairman.

MANUFACTURERS' AIRCRAFT ASSOCIATION.

Organized on July 24, 1917, to handle the business of the Cross-Licensing Agreement whereby all aircraft patents were made available for use by all members to carry on the work with respect to unification of the air industry, education of the public on aircraft matters, etc. The charter members included all prominent aircraft manufacturers. Frank H. Russell, president.

MANUFACTURERS' COOPERATIVE COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed in cooperation with the Committee on Standardization of Medical and Surgical Supplies and Equipment to increase production. Its subcommittees became committees of their respective trades in the fall of 1917: Pharmaceutical Supplies, Willard Ohliger, chairman; Surgical Dressings, Dr. H. C. Lovis, chairman; Surgical Instruments, Charles J. Pilling, chairman; Dental Instruments, F. H. Taylor, chairman; Survey, H. A. Slaight, chairman; Laboratory Supplies, A. H. Thomas, chairman; Sterilizers, L. L. Watters, chairman; Furniture, L. L. Watters, chairman; Thermometers, M. W. Bacton, chairman; Beds and Bedding, W. A. Manchee, chairman.

MANUFACTURERS, NATIONAL ASSOCIATION OF.

Composed of some 4,500 individuals, firms, and corporations engaged in industrial production throughout the United States. Representatives of the association cooperated with the Council of National Defense and with various departments, conferences, and committees at the request of the Government. It assisted technical committees, cooperated in the establishment of the National War Labor Board, furnished experts in conferences relating to the physical rehabilitation of injured soldiers and sailors and assisted in drafting legislative proposals to that end, and made available to the various departments of the Government compilations of legal and economic information relating to manufacturers and their organizations. George Pope, president.

MANUFACTURING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 18, 1918, with Richard A. Feiss, O. D. Frost, and A. Printz, successively as chiefs. It executed requisitions, supervised production, and distributed textile materials for the division.

MANUFACTURING SECTION, PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, with Sidney L. Willson, chief, to effect efficiency in production by standardization of grades, colors, and weights. It discontinued its functions December 31, 1918.

MARINE DEPARTMENT, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created on the appointment of Frank C. Wright as assistant director of the Division of Operation, in charge of the Marine Department on July 1, 1918. He exercised general supervision over all water transportation under Federal control on both the Atlantic and Pacific Oceans and the Gulf of Mexico, including their tributaries, and also on the Great Lakes. The department exercised control over the marine facilities of the Division of Operation, which included 61 vessels belonging to the following railroad-owned coastwise steamship companies: Southern Pacific Steamship, Ocean Steamship, Old Dominion Steamship, Chesapeake Steamship, Baltimore Steam Packet, San Francisco & Portland Steamship, and the New England Navi-

gation. In addition, there were the properties of the following steamship companies which had been taken over on April 13, 1918: Mallory Steamship, Clyde Steamship, Merchants & Miners' Transportation, and the Southern Steamship. The ships belonging to these companies were returned to their owners on December 6, 1918. The director of the Marine Department was particularly concerned with the insuring of a fuel supply to meet the needs of New England.

MARINE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created February 15, 1918. Its function was to supervise all shipping under the control of the director general and to coordinate so far as possible the operation of all lines not under Federal control, including those upon the Great Lakes, with the railroads. Reporting to the Marine Section was the Coastwise Steamship Advisory Committee. This section was discontinued on September 1, 1918, when all water transportation under Federal control was placed under the direct supervision of Frank C. Wright, assistant director, Marine Department. Prior to September 1 W. H. Pleasants was manager of the Marine Section.

MARINE CABLES, DIRECTOR OF; WIRE CONTROL BOARD, UNITED STATES TELEGRAPH AND TELEPHONE ADMINISTRATION.

By proclamation dated November 2, 1918, the President assumed control of all marine cable systems owned or controlled by companies organized under the laws of the United States or of the individual States, and placed their operation in the hands of Albert S. Burleson, Postmaster General, effective at midnight of the same date. Authority for this step was derived from a joint resolution of Congress dated July 16, 1918, which enabled the President, as a war measure, to assume possession of and to operate telegraph, telephone, marine cable, or radio systems, with the provision that such control should not extend beyond the date of the proclamation by the President of the exchange of ratifications of the treaty of peace. The lines taken over were those operated by the Commercial Cable Co., those controlled by the Western Union Telegraph Co., and the system operated by the Commercial Pacific Cable Co. General supervision over the operation of the cables was exercised by the Wire Control Board; but on December 4, 1918, George G. Ward, vice president of the Commercial Cable Co., was named director and was placed in immediate charge of their management. He never actually performed the duties of his new office and was succeeded on December 12, 1918, by Newcomb Carlton, president of the Western Union Telegraph Co. The marine cable systems were returned to their owners, effective at midnight, May 2, 1919.

MARINE CORPS, FUEL OIL, AND RADIO SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

This section was responsible for the preparation of designs and specifications for construction work pertaining to the Marine Corps, radio stations, and fuel oil storage stations. Chief, Capt. F. T. Chambers, succeeded on July 1, 1917, by Lieut. Commander Edward C. Sherman.

MARINE AND DOCK INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD.

Created by a resolution of the Shipping Board, September 19, 1918, to handle the industrial questions arising in the operation, loading, and unloading of vessels. Previous to this time the work had been carried on by the Shipping Board, but without a formally recognized division analogous to that existing in other governmental departments. It was the duty of the division to act as a coordinating agency in all labor matters affecting the board, to supervise labor questions which pertained to the operation of vessels and marine equipment, including the work of loading and unloading, to secure peaceful adjustments of disputes, to establish better relations between employees and employers, and to handle the problem of deferred military classification as it applied to marine and dock labor. R. P. Bass, director of the division, was chairman of the National Adjustment Commission and worked in close cooperation with the Division of Operations. He was also appointed labor expert of the Shipping Board on November 12, 1918. He resigned his position with the Marine and Dock Industrial Relations Division and the National Adjustment Commission on January 1, 1919, following which H. B. Ehrmann was in charge as acting director.

MARINE INSURANCE SECTION, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

Formation announced October 22, 1918, effective October 8. The section included William C. De Lanoy, manager; John Skelton Williams, director of the Division of Finance and Purchases; and Theodore H. Price, actuary to the United States Railroad Administration. It provided for the insuring of vessels and floating equipment under the control of the Railroad Administration, together with their contents, against both marine and war risk.

MARINE INTERNAL COMBUSTION ENGINE INDUSTRY WAR SERVICE COMMITTEE.

Organized September 27, 1918, to cooperate with the Automotive Products Section of the War Industries Board. Eugene A. Riotte, chairman.

MARINE AND SEAMEN'S INSURANCE, DIVISION OF; BUREAU OF WAR RISK INSURANCE.

Created by act of Congress of October 6, 1917, to administer the marine insurance and seamen's insurance provisions of preceding acts. The Bureau of War Risk Insurance was created by the act of September 2, 1914, to give owners and shippers the marine insurance which could not be procured from private agencies. The insurance provided covered solely the risks of loss from acts of war, the ordinary forms of marine insurance being left to private concerns. The bureau provided the necessary protection to shipping from 1914 to 1917. The entry of the United States as a belligerent greatly increased the necessity for protection of American shipping and brought about changes in methods of operation of the bureau. The act of June 12, 1917, added to the marine insurance system a plan of insurance of officers and crews against the risks of death, injury,

capture, and loss of effects from war causes. The act of October 6, 1917, established a system of insurance for soldiers and sailors and reorganized the bureau, creating a Division of Marine and Seamen's Insurance, under the direction of a commissioner, to administer the marine and seamen's insurance departments. No commissioner was appointed during the war period. From its inception in 1914 to the end of 1918 the marine insurance written amounted to approximately $1,985,000,000, while the premiums received amounted to $46,500,000, and the losses to $30,000,000. The insurance written in the seamen's section amounted to $298,000,000, the premiums to $827,000, and the losses to $318,000.

MARINE SUPERINTENDENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The marine superintendent of operations had supervision over all managers of ships under the Shipping Board with reference to manning, victualing, and supplying these ships. He also had under his direction the armament, protection, and repair of vessels, working in cooperation with the Board of Survey and Consulting Engineers. Capt. J. W. Munn, marine superintendent.

MARINE TRANSPORTATION, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau acted in an advisory capacity in all matters pertaining to tank ships and marine transportation of petroleum and its products. N. B. Beecher, director.

MARINE TRANSPORTATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized March 3, 1918, to cooperate with the United States Shipping Board in its determination of the minimum program of food imports. This division acted as intermediary between the United States Shipping Board and the heads of the commodity divisions of the United States Food Administration, who were acquainted with the import requirements of the country. Programs were carried out for the transportation of wheat flour from Australia and Argentina, sugar, rice, tea, spices, fish, and coffee, and the marine transportation of flour from the Pacific to the Atlantic coast. This division continued the work formerly done by the Division of Exports and Imports. C. P. Doe, chief.

MARITIME INTELLIGENCE DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created May 18, 1917, to secure, classify, and analyze maritime information. It collected detailed information regarding ships under construction, those engaged in commerce, and the amount and relative importance of the commerce in which they engaged. In order that the Shipping Board should have available at all times information concerning the growth of the merchant marine, foreign vessels under charter, and the allocation of its vessels, the department issued confidential daily and weekly compilations known as Ships in Port, Exact Location of all Ships in which the Shipping Board is Interested, Assignment Chart giving Distribution of Ships

in Various Trades, Expected Deliveries of Steel and Wood Steamships, List of American Ships under Requisition to the Shipping Board, Charters Approved by the Chartering Committee of the United States Shipping Board, Foreign Ships under Charter to the Shipping Board. Deliveries of Steel Seagoing Ships from Great Lakes Yards, and List showing Ships Removed from Owners' Service or Assigned to Operating Companies. D. L. Ewing, assistant director of the Division of Operations, was head of the department succeeded by R. E. Peabody.

MARITIME TRANSPORT COUNCIL.

See *Allied Maritime Transport Council.*

MARKETS, BUREAU OF; DEPARTMENT OF AGRICULTURE.

A permanent bureau which acquires and disseminates information regarding the marketing and distribution of farm and nonmanufactured food products, its work being divided into four branches—investigation, demonstration, services, and regulation. Before the war it was engaged in the investigation of problems pertaining to the marketing and distribution of farm products and to the organizing of rural communities for marketing, rural credit, and other purposes. Demonstration work was conducted regarding such matters as standardization, grading, packing, and shipping of commodities. Market news services on fruits, vegetables, live stock, and meats were maintained. These services issued reports giving information regarding the supply, commercial movement, disposition, and market prices of the above commodities. Regulatory work was performed in connection with the enforcement of the cotton futures, grain standards, standard container, and warehouse acts. Investigations were made in regard to the proper construction of refrigerator and heater cars and storage houses. The recommendations of the bureau regarding car construction were accepted by the Railroad Administration and other agencies which put them to extensive use. Assistance was rendered in solving the transportation problems of shippers and much investigation and demonstration work was done in connection with the establishment of motor truck routes. Instruction was given to producers and shippers in regard to the proper methods of handling grain in bulk which was made necessary by the shortage of burlap for the manufacture of sacks. A campaign of education and demonstration was conducted by the bureau in cooperation with the Bureaus of Chemistry and Plant Industry for the prevention of grain dust explosions and fires. One of the largest new investigations was the Food Surveys, provided for under the food production act of August 10, 1917. Extensive surveys were made to ascertain the quantities of food, food materials, and feeds in the country. The information thus obtained was of great value in intelligently directing the distribution and consumption of the food supplies of the nation. The bureau extended its market news services to include dairy and poultry products, grain, hay, milled feeds, and seeds. The institution of the Food Products Inspection Service provided for the inspection of fruits and vegetables at large central markets. Another emergency activity was the purchase of nitrate of soda with

a revolving fund of $10,000,000, and its subsequent distribution. During the fiscal year 1918 about 75,000 tons were distributed at cost to the farmers of the country. The regulatory functions of the bureau were enlarged through its designation as the agency to administer the supervision of licenses under the proclamations of the President of June 18, 1918, and September 6, 1918, requiring stockyards, slaughterers, and renderers to secure licenses from the Secretary of Agriculture. Charles J. Brand, chief.

MATERIALS BRANCH, CONSTRUCTION DIVISION OF THE ARMY.

Created May 24, 1917, to have supervision over the procurement, inspection, expediting, and delivery of all materials for the Construction Division, to cooperate with the various committees and organizations which had been formed with a view to stabilizing prices, and to confer with the Director General of Railroads in securing rapid movement of freight. It functioned through the Procurement and Delivery Sections. Col. J. N. Wilcutt, chief.

MATERIALS INFORMATION BRANCH, REQUIREMENTS DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

This section worked with the Building Materials Section, War Industries Board, in matters relating to standardization, conservation, and centralized control over materials. It saw that the recommendations of the War Industries Board were applied to housing projects, investigated relative merits of various building materials, and apportioned orders. D. K. Boyd, chief.

MATERIALS PROCUREMENT BRANCH, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This branch acted as a purchasing office for materials required for United States Housing Corporation projects, working in cooperation with the War Industries Board and the Construction Division of the Army. It arranged with the Construction Division of the Army to allocate, order, and expedite the production of most of the division's requirements. In addition, it aided municipal and private companies to secure materials for the extension of public utilities to housing projects. The branch worked through the Requisition, Materials, Priorities, and Traffic Sections. C. Birdseye, chief.

MATERIALS AND SUPPLIES, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

The activities of the Subcommittee on Materials and Supplies were directed by the Executive Committee, Special Committee on National Defense (Railroads' War Board). It studied the needs of the railways with reference to raw materials, steel, lumber, etc., essential for the construction of new equipment and for the repair of old, and it performed invaluable service in submitting these requirements to the Priority Committee of the War Industries Board. In view of the representations of this organization the Priority Committee as a general rule gave to the requirements of the railroads a Class B 1 rating, the highest rating given to any demands with the exception

of those relating to actual war work. The subcommittee, consisting of six members, ceased to function as a part of the Special Committee on National Defense after the President assumed control of the railroads. H. B. Spencer, chairman.

MATTRESS LINTER POOL.

This special pool was formed to control all the cotton linters and to help meet requirements of the United States, allied governments, and American National Red Cross in linters for bedding and mattresses. The Du Pont American Industries (Inc.), acting on behalf of the Ordnance Department, was appointed purchasing agent, with instructions to buy all mattress linters available from production prior to May 2, 1918.

MATTRESSES AND PILLOWS, COOPERATIVE COMMITTEE ON; COMMITTEE ON SUPPLIES, COUNCIL OF NATIONAL DEFENSE.

Organized August 10, 1917. This division was in charge of the securing of supplies of these commodities for the Army and Navy. Its functions were taken over by the War Industries Board. O. M. Burton, chairman.

MEAT DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 10, 1917. This division was in charge of the purchases of meat for the Army, Navy, and allies, through the Division of Coordination of Purchase, and the control and regulation of the industry by means of the licensing system. The activities of the division were carried on in Chicago through the Meat Purchase Bureau. J. P. Cotton was chief until June, 1918, when he was succeeded by F. S. Snyder.

MEAT INDUSTRY COMMISSION.

At the request of United States Food Administrator Hoover, President Wilson on March 31, 1918, appointed a commission to make recommendations as to the Government's meat policy. The commission was made up of representatives of Department of Agriculture, Department of Labor, Federal Trade Commission, Tariff Commission, and the United States Food Administration. The commission reported May 27, 1918, recommending continuation of regulation but not favoring governmental operation.

MEAT INSPECTION DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division that exercised important functions during the war. It provided meat inspectors for both the War and Navy Departments whose functions were to reinspect the meat food products furnished the various cantonments, forts, camps, navy yards, and other places. This reinspection insured that meats originated at establishments operating under Federal meat inspection and that the supply accepted by the Army had not deteriorated since leaving such establishments, and otherwise complied with Army specifications. Up to the signing of the armistice over 342,000,000 pounds of

meat and meat food products were inspected for the Army, of which over 4,300,000 were rejected for various causes. Over 194,000,000 pounds were inspected for the Navy, with rejections of about 5,400,000. The division also succeeded in effecting a substantial saving of food through a food-conservation movement that it inaugurated in meat-packing establishments. The division cooperated with the United States Food Administration, the War Trade Board, and the War Industries Board in carrying out their orders relative to the meat industry. Statistical information was furnished various Government organizations. R. P. Steddom, chief.

MEAT AND MEAT FOOD PRODUCTS SECTION, INSPECTION BRANCH, QUARTERMASTER GENERAL.

Created March, 1918. This section had supervisory charge of the inspection, storage, and handling of meat and meat food products at all Army stations and ports of embarkation in the United States. A meat-cutting subsection worked out the details of the plans for centralized meat-cutting and rendering plants and the system of cutting fresh and frozen beef. W. O. Trone, chief.

MEAT PURCHASE BUREAU, UNITED STATES FOOD ADMINISTRATION.

E. L. Roy was appointed December 15, 1917, in charge of purchases of the Meat Division with offices in Chicago. The purchase of meat for Army, Navy, Marine Corps, and the allies was consolidated into a single bureau, April 22, 1918.

MECHANICAL DEPARTMENT, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Organized July 1, 1918, when Frank McManamy, formerly in charge of the Locomotive Repair Section, was appointed assistant director, in charge of the Mechanical Department. This department exercised supervision over all rolling stock and over the shops where repairs to the equipment were made, prepared plans and specifications for new equipment, and equalized the distribution of repair work among different shops and the distribution of motive power among the railroads. Later it had jurisdiction over the enforcement of the Federal laws for the promotion of the safety of railway employees.

MECHANICAL GOODS (TECHNICAL) DIVISION, RUBBER INDUSTRY WAR SERVICE COMMITTEE.

This committee was organized in December, 1911, by manufacturers who were supplying rubber goods to the Navy Department. The work was continued until January 29, 1918, when it became the Mechanical Goods (Technical) Division, Rubber Industry War Service Committee. The committee worked on specifications of rubber goods for the Army, Navy, and the United States Railroad Administration and was disbanded September 24, 1918. It was reorganized October 3, 1918, as the Specifications Committee of the Mechanical Goods Division with the same personnel and functions. W. C. Geer, chairman.

MEDIATION BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in December, 1917. It investigated and adjusted disputes between employers and employees in plants working on ordnance orders. It called upon the other branches of the Industrial Service Section for assistance in matters in which they were expert. Upon the reorganization of the Industrial Service Section in August, 1918, this branch was abolished and its functions were taken over by the newly created Wages and Hours of Labor Branch under Maj. Tole. Maj. W. C. Rogers, chief, succeeded by Maj. James Tole.

MEDIATION COMMISSION, PRESIDENT'S.

This was a special commission appointed by the President in a memorandum of September 19, 1917, to the Secretary of Labor. It consisted of five members, with William B. Wilson, Secretary of Labor, as chairman. Felix Frankfurter, of Harvard University, acted as secretary and counsel to the commission. The appointment of the commission was the result of industrial disturbances that had accumulated during the summer of 1917 throughout the West and Northwest and had seriously lessened the output of certain materials esential for the conduct of the war, notably copper, oil, and lumber. In his memorandum to the Secretary of Labor the President stated that the members of the commission were to call upon the governors of the States concerned and as his personal representatives offer counsel to the State government in developing better understanding between employers and employees. The commission was also authorized to act directly as an investigation and conciliating body. Its principal activities were in connection with labor disturbances in the copper mines of Arizona, the lumber regions of the Pacific Northwest, the oil fields of Southern California, the telephone business of the Pacific States, and the packing industry centering in Chicago. In the case of each of these disputes, except that in the lumber regions, the commission was able to effect an adjustment of existing difficulties and to set up machinery for the expeditious and peaceful settlement of future disagreements, at least for the duration of the war. In its report to the President on January 9, 1918, the commission recommended the recognition by the Government of the principles of collective bargaining, the extensions of the principles of the eight-hour day, and the unified direction of the labor administration of the country. On January 16, 1918, a report was made by the commission on the Mooney case in San Francisco.

MEDIATION AND CONCILIATION, UNITED STATES BOARD OF.

Created by Act of Congress of July 15, 1913, commonly known as the Newlands law. The board was an independent body, not connected with any department, and composed of three members appointed by the President, one of whom was the commissioner of conciliation. The purpose of the board was to settle by mediation, conciliation, and arbitration controversies concerning wages, hours of labor, or conditions of employment that might arise between common carriers engaged in interstate transportation and their employees engaged in train operation or train services. During the

war the board continued to perform its regular functions, but its field of operations was considerably reduced by reason of the fact that it did not exercise jurisdiction in connection with roads that were placed under the control of the United States Railroad Administration. Special war machinery was developed to handle the labor disputes on these roads. Consequently, the work of the board was confined to disputes on the roads not taken over by the Railroad Administration. Chairman of board, Martin A. Knapp.

See *Railroad Wage Commission, Board of Railroad Wages and Working Conditions, Division of Labor of the United States Railroad Administration, Railway Boards of Adjustment Nos. 1, 2, and 3.*

MEDIATION AND CONCILIATION, SUBCOMMITTEE ON, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after formation of Committee on Labor in April, 1917. It was composed of approximately 75 members, representing equally employers, employees, and the general public, and appointed by Samuel Gompers, chairman of the Committee on Labor. There was an executive committee of five members. It was designed to include local committees made up in the same way as the national committee. The function of these committees was to secure adjustment of disputes by mediation and conciliation, and when these failed, to induce arbitration. As a matter of fact, no local committees were appointed, and the national committee was never active. It was found that other governmental agencies were already available or were formed after the declaration of the war better qualified for the work of mediation and conciliation. V. Everit Macy was chairman, with headquarters at Washington. Upon the organization of the Shipbuilding Labor Adjustment Board in August, 1917, Mr. Macy became chairman of that board.

MEDICAL BOARD, GENERAL; COUNCIL OF NATIONAL DEFENSE.

Appointed by authority of the Secretary of War, on April 2, 1917, by the chairman of the Committee on Medicine and Sanitation of the Advisory Commission, to consider problems for coordination of medical, military, and civil resources of the country. Its work dated back to April 26, 1916, when the Executive Committee of American Physicians for Medical Preparedness tendered their services to the President. The board as finally organized had 84 members; it helped recruit medical officers; its recommendation that no work be started on a camp until the Surgeon General approve the regulations regarding hygiene and sanitation was adopted. Its committees on research, hospitals, dentistry, general surgery, ophthalmology, venereal diseases, and head surgery were taken over by the Surgeon General's Office. The board's committees were: Central Governing Board of Volunteer Medical Service Corps, Child Welfare, Civilian Cooperation in Combating Venereal Diseases, Dentistry, Editorial, Hospitals, Hygiene and Sanitation, Industrial Medicine and Surgery, Legislation, Medical Advisory Boards, Medical Schools, Nursing, Publicity, Research, States Activities, Surgery, Women Physicians, Standardization of Medical and Surgical Supplies and Equipment, Reeducation and Rehabilitation. It was officially dissolved April 1, 1919. Dr. Franklin Martin, chairman.

MEDICAL DIVISION, CHEMICAL WARFARE SERVICE.

Organized June 25, 1918. This division maintained laboratories at Yale University, New Haven, Conn.; Lakeside Hospital, Cleveland, Ohio; American University, Washington, D. C.; and University of Wisconsin, Madison, Wis. The work of these laboratories was directed and correlated by the division, and data developed there presented to the director. The inspection of gas factories and supervision of protective measures came under the functions of this division. Col. William J. Lyster, in charge.

MEDICAL SECTION, DEPARTMENT OF MILITARY AERONAUTICS.

Created May 21, 1918. This section had charge of all matters pertaining to the administration of personnel, equipment, supplies, and all other matters affecting the medical department which related to the development, maintenance, organization, and operation of aeronautical personnel. Brig. Gen. T. C. Lyster, chief.

MEDICAL SUBDIVISION, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Organized October 28, 1918, to have charge of the storage, issue, and distribution of medical, dental, veterinary, X-ray and laboratory supplies. The division functioned through the following sections: Requisition, Stock Control, Equipment Assembly, Zone Depots and Camp Depots, and Requirements, Procurement, and Purchase. Maj. Romanus La Gunder, chief.

MEDICAL SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918, but did not become operative until December 13, 1918. This subdivision supervised the filling of requisitions for medical supplies received from the American Expeditionary Forces, and was responsible for their shipment from the interior to ports of embarkation. T. A. Dagit, chief.

MEDICAL ADVISORY BOARDS, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Appointed when the Provost Marshal General in November, 1917, requested the Council of National Defense to nominate a man in each State to serve as medical aid to the governor. It selected representatives, called a conference in Washington, and instructed them in duties of supervising medical activities under the selective service law. Dr. Edward Martin, chairman.

MEDICAL ADVISORY BOARDS, PROVOST MARSHAL GENERAL.

It was the function of the Medical Advisory Boards to examine physically, registrants whose cases had been appealed to them by a registrant, by a Government official agent, or on motion of a local board. Doubtful cases of registrants possessing obscure physical defects were referred to them for decision. The members of these boards were nominated by the governors of the various States and appointed by the President. In accordance with this plan, 1,319 boards were appointed with a total of 9,577 members.

MEDICAL INDUSTRY SECTION, WAR INDUSTRIES BOARD.

Formed June 2, 1918, to assist in finding sources of supply of drugs, medicines, medical and surgical supplies, and to encourage conservation. It found good productive capacity in most pharmaceutical products, but had to arrange for increased production of dental and surgical instruments, suture materials, and metal surgical and hospital furniture. It had 13 war service committees in active cooperation. The section was discontinued December 31, 1918. Lieut. Col. F. F. Simpson, chief.

MEDICAL PUBLISHERS' WAR SERVICE COMMITTEE.

Formed at Philadelphia on September 12, 1918, at a meeting at which most American publishing houses were represented. The committee acted with the Pulp and Paper Division of the War Industries Board, and was disbanded shortly after the armistice.

MEDICAL RECORD SECTION, SANITARY DIVISION, SURGEON GENERAL'S OFFICE.

Formed prior to outbreak of war and reorganized November 1, 1917. Its duty was to receive reports of sick and wounded from all branches of the military establishment, to examine and verify them, to prepare statistics based upon physical examinations of drafted men and from sick and wounded reports, and to supervise the preparation of the Surgeon General's annual report and publications relative to the physical examinations of drafted men. Officer in charge to October 31, 1917, Col. James W. Van Dusen; November 1, 1917, to cessation of hostilities, Lieut. Col. Albert G. Love.

MEDICAL SCHOOLS, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

It urged medical students to continue their education, and brought about an arrangement whereby third and fourth year medical students subject to draft were allowed to enlist in the Enlisted Medical Reserve Corps and put on inactive duty, with the understanding that they would apply for commissions in the Reserve Corps upon graduation. Dr. Joseph M. Flint, chairman.

MEDICINE, DIVISION OF; SURGEON GENERAL'S OFFICE.

Organized June 6, 1917. It directed and supervised the professional medical work in the base and general hospitals throughout the country and in the camp medical examining boards. It was also responsible for the selection, training, and assignment of personnel to carry on this work both in the United States and abroad. There were individual sections of internal medicine, tuberculosis, and neuropsychiatry which performed the above functions in their own respective fields. Col. George E. Bushnell served as chief of the division until December 1, 1918, when he was succeeded by Col. Lewis A. Conner.

MEDICINE AND RELATED SCIENCES DIVISION, NATIONAL RESEARCH COUNCIL.

Formed to initiate studies and coordinate results in its field. It functioned through 10 committees: Anatomy, C. R. Stockard, chair

man; Physiology, W. H. Howell, acting chairman; Medicine and Hygiene, Victor C. Vaughan, chairman; Neurology and Psychiatry, Stewart Paton, chairman; Psychology, R. M. Yerkes, chairman; Anthropology; Medical Zoology; Biochemistry, F. P. Underhill, chairman; Toxicity of Preserved Foods, J. J. Abel, chairman; Industrial Poisonings, H. G. Wells, chairman. R. M. Pearce, chairman.

MEDICINE AND SANITATION, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

See *General Medical Board, Council of National Defense.*

MEDICINE AND SURGERY, INCLUDING GENERAL SANITATION COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

One of the seven committees formed in the Advisory Commission, one under each commissioner, to assume supervision over a special field of industry. It functioned through two main committees, the General Medical Board and the Standardization of Medical and Surgical Supplies and Equipment Committee with their various subcommittees. Dr. Franklin Martin, chairman.

MEN'S ACTIVITIES, NATIONAL COMMITTEE ON; NATIONAL CATHOLIC WAR COUNCIL.

A standing committee of the Committee on Special War Activities. It directed the various Catholic men's organizations throughout the country and in addition operated 25 service clubs at important points adjacent to the larger camps and debarkation points. Charles I. Denechaud, chairman.

MEN'S FASHION PLATES WAR SERVICE COMMITTEE.

Organized at the request of the Conservation Division of the War Industries Board in order to effect conservation in swatches, also to conserve labor and material in making of garments by simplifying the designing of men's fashion plates published semiannually. Toby Rubovitz, chairman.

MEN'S STRAW AND PANAMA HATS WAR SERVICE COMMITTEE.

Organized September 23, 1918, to represent the industry before the Conservation Division of the War Industries Board. The committee took up the reduction of the number of styles for 1919. Charles H. Watson, chairman.

MERCHANT REPRESENTATIVES, STATE; UNITED STATES FOOD ADMINISTRATION.

State merchant representatives were appointed in each State to assist the Federal food administrators in the mobilization of the retail merchants to gain assistance in publicity work by means of window displays, advertisements, etc. The appointments began September, 1917, and were completed January, 1918. A conference was held in May, 1918, by the U. S. Food Administration to coordinate the work of these representatives and to increase the effectiveness of the campaigns.

MERCHANT TAILORS' WAR SERVICE COMMITTEE.

Organized by the National Association of Merchant Tailors to cooperate with the Conservation Division of the War Industries Board. Harvey Patterson, chairman.

METAL CORNER BEADS WAR SERVICE COMMITTEE.

Organized September 30, 1918, by the Building Materials Section of the War Industries Board, to promote the sale of metal corner beads for United States housing projects, and to obtain information relating thereto for the board. Henry W. Lamb, chairman.

METAL ETCHERS' WAR SERVICE COMMITTEE.

Organized September 26, 1918, to represent the metal etchers of the United States. The committee cooperated with the conservation division of the War Industries Board, but the signing of the armistice prevented the conservation measures from going into effect. N. L. Jacobus, chairman.

METAL LATH WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board. The committee aided the Construction Division of the Army in the development of inexpensive fireproofing for hospitals and ammunition storehouses, etc. Zenas W. Carter, chairman.

METALLURGICAL DIVISION, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

A permanent division of the Bureau of Mines. During the war it cooperated with the War and Navy Departments, the Bureau of Standards, and the War Industries Board in various metallurgical investigations. F. G. Cottrell, chief.

METALLURGICAL MATTERS, COMMITTEE ON; ORDNANCE DEPARTMENT.

This committee was appointed on August 14, 1918, for the purpose of considering methods of selection, manufacture, and testing of metallurgical material used in the production of ordnance. Its decisions were reported to the Engineering Bureau after being approved by the Chief of Ordnance. On September 16, 1918, it was given the additional task of handling the work formerly carried on by the Board to Consider Specifications and Production of Small Arms. It was dissolved December 20, 1918. The committee included three officers and three civilians under the chairmanship of G. W. Sargent.

METALS AND HEAVY HARDWARE BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Organized June 14, 1918, to have charge of the procurement of metals and heavy hardware. The branch was transferred to the General Supplies Division October 28, 1918, and became known as the Hardware, Cordage, and Miscellaneous Branch. George W. Welles, chief.

METER WAR SERVICE COMMITTEE.

Organized at the request of the Hardware and Hand Tool Section of the War Industries Board to represent the industry before that section and the Priorities Board. J. B. Kirkpatrick, chairman.

METEOROLOGICAL SECTION, SPECIAL SERVICE DIVISION, SIGNAL CORPS.

Organized in September, 1917. Its function was to supply meteorological data to the various branches of the Army, particularly the Artillery and the Air Service, and to procure and train personnel for service with the American Expeditionary Forces. Subordinate to it were detachments serving at various military posts in the United States. The section was organized under the supervision of Lieut. Col. R. A. Millikan. Capt. B. J. Sherry was chief after November, 1917.

METHODS SECTION, PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to inspect and study methods of purchase and to recommend changes and improvements therein. Maj. H. H. Lehman, chief, September 5, 1918, to December 15, 1918; succeeded by Maj. L. D. Miller.

MEXICAN RELATIONS, DIVISION OF; UNITED STATES FOOD ADMINISTRATION.

Created May 1, 1918. It kept the United States Food Administration in touch with the State Department and the War Trade Board in their dealings with Mexico, and made full recommendations with respect to the amount of foodstuffs that could be furnished to Mexico. J. J. McCarty as chief.

MICA SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed June, 1918, to procure adequate supplies of mica for Government needs, for magnetos, spark plug insulation, and field telephone equipment, to allot it to Government contractors, and to regulate prices. No restrictions were placed on imports, except that all had to be consigned to the Textile Alliance, Inc. Orders commandeering India and Brazilian mica were issued by the Navy. The section was discontinued December 31, 1918. C. K. Leith, chief.

MICHIGAN HARDWOOD EMERGENCY BUREAU.

The Michigan Emergency Bureau came into existence through a joint meeting of the members of the Michigan and Wisconsin Manufacturers' Associations on June 14, 1917. It was organized for the purpose of placing the products of Michigan and Wisconsin mills in the hands of the Government for quick movement, especially with regard to the construction of cantonments. During the months of July, August, and September, 1917, the bureau handled orders and allocated shipments of lumber amounting to 1,268 carloads, totaling 27,748,690 feet, for use in constructing the buildings of Camp Custer. In November, 1917, the Michigan Hardwood Emergency Bureau joined with the Northern Hemlock and Hardwood Emergency Bureau and opened an office in Washington, D. C., under the name of

the Northern Hardwood Emergency Bureau, in order to be on the ground and take advantage of orders placed by the Government. Charles A. Bigelow, head of the Michigan Bureau, was made president of the new organization.

MILITARY DIVISION, NATIONAL RESEARCH COUNCIL.

The earlier military committee of the Research Council. It secured the cooperation with the Army and Navy in solution of problems requiring research work, the most valuable result being the organization of the Research Information Committee. Under its authority were held the joint conferences of the Physics and Engineering Divisions, which considered important reports from at home and abroad. Charles D. Wolcott, chairman.

MILITARY AERONAUTICS, DEPARTMENT OF.

Created by Executive order May 20, 1918, taking over the activities which had been up to that time exercised by the Aviation Section of the Signal Corps. The department had charge of the selection of all types of airplanes and accessories used in the Army and their performances, and the use and operation of all military aircraft, including airplanes, balloons, and other aeronautical apparatus, and all appliances used in aircraft, the selection and training of commissioned, enlisted, and civilian personnel, the supply, operation, and maintenance of aerial photographic apparatus, the acceptance, operation and maintenance of all aircraft, instruments, armament, and spare parts. The department functioned through Executive, Technical, Supply, Medical, Training, Operations, and Personnel Sections and through a Control Board. The department was consolidated in December, 1918, with the Bureau of Aircraft Production, under the charge of Maj. Gen. Menoher, and became known as the Air Service. Maj. Gen. W. L. Kenly was director of Military Aeronautics.

MILITARY EFFICIENCY AND DEFENSE, COMMITTEE ON; CENTRAL ELECTRIC RAILWAY ASSOCIATION.

The Committee on Military Efficiency and Defense of the Central Electric Railway Association was appointed pursuant to action taken by the association at its meeting at Indianapolis, Ind., March 8 and 9, 1917. The committee consisted of eight members, a majority of whom were electric railway officials. The territory covered by the association itself included Ohio, Indiana, Michigan, and a part of Kentucky, while the work of the committee included the additional States of New York, Pennsylvania, West Virginia, Illinois, and Wisconsin. The first work of the committee consisted in the preparation of a map showing all the electric railway lines from the Mississippi River to New York in the States above mentioned. The map showed, in addition to the lines themselves, the location and capacity of power houses, storerooms, shops, bridges, etc., as well as the location of forts and military camps. The committee also collected a large amount of data which really constituted a mobilization record of cars, material, power-house equipment, and all apparatus and supplies which might be used by the electric railways for the purpose of helping to meet any contingency involving the Nation's transportation facilities. Arthur W. Brady, chairman.

MILITARY EQUIPMENT STANDARDS, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Appointed immediately after organization of Executive Committee, Special Committee on National Defense (Railroads' War Board), on April 11, 1917. This subcommittee, consisting of seven members and representing railroad mechanical, car building, and purchasing departments, set itself to the task of preparing designs for adapting existing transportation equipment to military uses and designing new equipment. It also drew up plans for the loading of guns upon rolling stock and uniform rules covering responsibility and billing for repairs to equipment used in the movement of troops and military supplies. The subcommittee ceased to function as a part of the Special Committee on National Defense after the President assumed control of the railroads. J. T. Wallis, chairman.

MILITARY ENTERTAINMENT COUNCIL, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

The Military Entertainment Council arranged for the sale of "smileage" books through volunteer agents throughout the country, more than a half million dollars worth of which were used by soldiers to obtain admission to entertainments within camp limits. Harold Braddock, director; Harry P. Harrison, executive chairman.

MILITARY FREIGHT TRAIFFS, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Became subordinate to the Executive Committee, Special Committee on National Defense (Railroads' War Board), shortly after April 11, 1917. The subcommittee worked under the direction of the Railroads' War Board and had as its chief function the adjustment of all questions arising between the railroads and the Government relating to the transportation of military freight. Measures were adopted to facilitate the prompt and uniform settlement of accounts, and methods were worked out which aided in the expeditious movement of preferred Government freight. The subcommittee, which consisted of seven members, ceased to function as a part of the Special Committee on National Defense after the President assumed control of the railroads. L. Green, chairman.

MILITARY HISTORY SECTION, GENERAL; HISTORICAL BRANCH, GENERAL STAFF.

Engaged in collecting data upon the war with Germany, 1914–1918, and the participation of the United States therein. Discontinued December, 1918. Lieut. Col. H. H. Sargent, in charge.

MILITARY INFORMATION SECTION, GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created February 9, 1918, to direct and supervise the collection, recording, and distribution of military information through an office and field organization. The section was incorporated March 14, 1918, with the Information Section as a branch of that section. Maj. C. C. Gordon, chief.

MILITARY INTELLIGENCE DIVISION, GENERAL STAFF.

From 1885 until 1903 a Military Information Division existed responsible to The Adjutant General of the Army. Upon the creation of the General Staff in 1903, this division was transferred to it. On April 28, 1917, the Chief of Staff directed the Chief, War College Division, General Staff, to organize a Military Intelligence Section, which was done by an order dated May 3, 1917. Upon the General Staff reorganization of February 9, 1918 (G. O. 14, W. D.), the Military Intelligence Section became the Military Intelligence Branch of the new Executive Division, and upon the second reorganization (G. O. 80, W. D., Aug. 26, 1918), it became the Military Intelligence Division. Military intelligence work was of two sorts: Positive, which had to do with the collection of information of all sorts required by the military establishment; and negative, which was concerned with measures to prevent information from reaching the enemy. Thus the duty of the Military Intelligence Division was to maintain daily revised estimates concerning the military and economic situation through the world, and to collect, collate, and distribute military intelligence. It cooperated with the intelligence sections of the general staffs of allied countries, prepared instructions in military intelligence work for the use of our forces, supervised the training of personnel for intelligence work, supervised the duties of military attachés, produced maps for military use, translated foreign documents, and cooperated with the censorship board and with the intelligence agencies of other Government departments. The division was divided into two branches—a positive and a negative. The Positive Branch functioned through the following sections: M. I. 2, Information Section, which transmitted military, political, economic, and psychological data to the military authorities; M. I. 5, Collection Section, which had charge of the securing of such data; M. I. 6, Translation Section; M. I. 7, Graphic Section; M. I. 8, Cable and Telegraph Section; and M. I. 9, Field Intelligence Section. Subordinate to the Negative Branch were the following: M. I. 3, Counter Espionage Within the Military Establishment; M. I. 4, Counter Espionage in the Civilian Population; M. I. 10, Censorship Section; M. I. 11, Passport Section; and M. I. 13, Graft and Fraud Section. The chief of Military Intelligence prior to June 1, 1918, was Col. Ralph H. Van Deman. After that date the work was carried on by Col. (later Brig. Gen.) Marlborough Churchill, Director of Military Intelligence, Assistant Chief of Staff.

MILITARY MOBILIZATION SECTION, HISTORICAL BRANCH, GENERAL STAFF.

Engaged in collecting historical data upon mobilization, replacement, supply, and demobilization. Maj. John Bigelow in charge.

MILITARY AND NAVAL INSURANCE, DIVISION OF; BUREAU OF WAR RISK INSURANCE.

A division of the Bureau of War Risk Insurance, created by the act of Congress of October 6, 1917, under a commissioner of military and naval insurance, to carry out the provisions of that act establishing an elaborate system of insurance of members of all the forces

under the War and Navy Departments, including the Nurse Corps and the Coast Guard. It was the division's function to administer the three distinct features of the system established for the protection of the members of the war forces and their dependents. Under the (1) allotment and allowance system every enlisted man with wife or child was required to make an allotment of a certain amount, while the privilege of making allotments to other dependents was granted under certain regulations. Under certain regulations the Government added to the allotment a definite family allowance, to a maximum of $50 per month. The (2) compensation system provided a scale of compensation to officers, soldiers and sailors, and members of the Nurse Corps and Coast Guard, for complete or partial disability from injury or disease, in amounts from $30 to $100 per month, with a similar scale of compensation, in amounts to $75 per month, to dependents in case of death. Medical and surgical treatment was provided in addition to compensation. The (3) insurance system provided for all members of the war forces a means of voluntary insurance against the risks of death or permanent total disability. Five-year policies, on a one-year term insurance basis, were issued in amounts from $1,000 to $10,000, payable in 240 monthly installments, with premiums based on peace-time rates without charge for expenses of administration. Conversion to the permanent forms of life and endowment policies within five years was authorized. Subsequent acts were passed, making minor changes in terms and administrative methods. The provisions of the soldiers' and sailors' civil relief act of March 8, 1918, protecting the insurance policies in private companies of men in service, were administered by the division. With the growth of the system the division became the largest Government bureau and the largest insurance organization in the world. Subdivisions were created to administer the various kinds of protection and insurance provided. At the time of the armistice the number of employees was approximately 15,000. To November 1, 1918, the division had granted insurance to more than 4,000,000 persons representing approximately $36,000,000,000 of insurance. Approximately $4,000,000 in insurance payments had been made. More than $1,400,000 had been expended in compensation benefits Allotments amounting to more than $125,000,000 had been transmitted through the division, while nearly $100,000,000 in allowances had been paid. With the larger returns from casualties the payments for compensation and insurance have increased since the armistice. Charles F. Nesbitt was the Commissioner of Military and Naval Insurance during the war period.

MILITARY OPTICAL GLASS AND INSTRUMENT SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

The work of this section was done by the Small Tools Section until it became necessary to form a separate section, which was done March 15, 1918. The section first made a survey for the purpose of eliminating nonessential work, and directed the energies of the optical manufacturers to making optical munitions, especially the lenses and prisms indispensable to the various kinds of fire-control instruments, practically all of which before the war had been imported from Europe. The section was discontinued December 15, 1918. G. E. Chatillon, chief.

MILITARY PASSENGER TARIFFS, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Became subordinate to the Executive Committee, Special Committee on National Defense (Railroads' War Board), shortly after April 11, 1917. This subcommittee, in cooperation with Government officers, worked out complete routings of troops with the idea of securing the greatest possible efficiency in military transportation with the minimum of congestion and delay. Conferences were held monthly, attended by Government officials, at which matters pertaining to rates and fares were determined upon, greatly facilitating the prompt and uniform settlement of accounts. The subcommittee, consisting of five members, ceased to function as a part of the Special Committee on National Defense after the President assumed control of the railroads. E. L. Bevington, chairman.

MILITARY RAILWAYS, DIRECTOR GENERAL OF; CHIEF ON ENGINEERS.

On July 17, 1917, Samuel M. Felton, president of the Chicago Great Western Railroad, who had formerly served as adviser to Gen. Black, chief of engineers, was appointed director general of railways by the Secretary of War. He was responsible, under the Chief of Engineers, for the organization of those Army units charged with the construction and operation of military railroads, and also for the purchase of all material and supplies used in their construction and operation. On January 1, 1918, Mr. Felton's title was changed to that of director general of military railways, to avoid confusion with the director general of railroads, United States Railroad Administration. The organization under the director general of military railways included a Personnel and Materiél Division, which carried on the dual activities mentioned above. Mr. Felton resigned from his position, effective December 31, 1918, and was succeeded by Col. J. M. Wright as acting director.

MILITARY RELIEF, DEPARTMENT OF; AMERICAN NATIONAL RED CROSS.

This department served as a medium of communication between the people of the United States and their Army and Navy. It was prepared at all times to serve as an auxiliary to the Government in caring for American soldiers and sailors. Its activities included the following: Equipment and management of hospitals, hospital ships, and laboratory cars; organization and equipment of base hospitals, ambulance companies, and sanitary detachments. The Bureau of Camp Service maintained convalescent houses at cantonments and embarkation camps, distributing relief, supplies, and comforts. The Sanitary Service assisted civil health authorities. It functioned through the following bureaus: Camp Service, Medical Service, Base Hospitals, Reconstruction of Crippled Soldiers, Canteen Service, Sanitary Service, Motor Service, Construction. Naval Medical Affairs. Coordination with Navy Department. James H. Jones, director general.

MILITARY TRANSPORTATION ACCOUNTING, SUBCOMMITTEE ON; SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

Created March 20, 1917, at the request of the Special Committee on National Defense of the American Railway Association. It was

the purpose of the subcommittee (1) to expedite the movement of Government and commercial freight by the introduction of more efficient accounting methods, and (2) to assist field officers of the War Department in the accounting details incident to the transportation of troops and military supplies. The subcommittee consisted of seven members, and responsible thereto were the following: (1) Government Transportation Accounting Bureau, in Washington, cooperating with the Government in the preparation and presenting for settlement of transportation accounts for materials used in the construction of cantonments, etc.; (2) in each military department a general accounting agent, who kept in touch with the department commanders and the adjutants general of the States comprised therein; (3) 41 State accounting officers, who kept in touch with Government officials in their respective States, certain officers representing more than one State, supervised the activities of the field representatives described below, and represented all the railways of the State to which they were assigned; (4) over 100 accountants or field representatives stationed at the various camps and mobilization centers, who reported weekly to the State accounting officers. Weekly reports were submitted by the chairman of the subcommittee to the Railroads' War Board. Measures were adopted to waybill all Government freight through to destination regardless of whether or not through rates prevailed. The subcommittee also aided in collecting data, making recommendations to the Railroads' War Board, and in cooperating with the Government in simplifying the accounting procedure incident to war-time conditions. The organization and functions of the Subcommittee on Military Transportation Accounting were absorbed on April 2, 1918, by the Advisory Accounting Committee, Division of Public Service and Accounting of the United States Railroad Administration.

MILITIA BUREAU, WAR DEPARTMENT.

The Militia Bureau, which was established by the national defense act of June 3, 1916, is vested with all administrative duties involving the organization, armament, instruction, equipment, discipline, training, inspection, and payment of the National Guard, and the administrative duties connected with the preparation of the National Guard for participation in field exercises and maneuvers of the Regular Army, the mobilization of the National Guard in time of peace, and all matters pertaining to the National Guard not in Federal service. When the National Guard was federalized August 5, 1917, the States took steps to organize home-guard organizations to protect public utilities and property. These guards were authorized by presidential proclamation of November 16, 1917, and were formed for the protection of shipyards, docks and piers, oil fields, grain elevators, mines and power plants. The Militia Bureau had charge of the equipment, training, and management of these Home Guards. Maj. Gen. William A. Mann, Maj. Gen. Jesse I. McCarter, and Brig. Gen. John W. Heavy successfully acted as chief of the bureau during the war.

MILK COMMISSIONS, FEDERAL.

Regional milk tribunals, composed of producers, distributors, consumers, and milk experts, were appointed in November, 1917, by the

United States Food Administration. These commissions held public hearings and decided upon equitable prices according to the conditions of their respective sections. The commissions for New York and Chicago were appointed in November, 1917. A similar commission for Boston began work in December, 1917, and one for Ohio in February, 1918. This work was done under the supervision of the Division of Perishable Commodities of the United States Food Administration.

MILL AND MACHINERY SUPPLIES, MANUFACTURERS OF; WAR SERVICE COMMITTEE.

Organized in May, 1918, by the American Supply and Machinery Manufacturers' Association to cooperate with the Hardware and Hand Tool Section, War Industries Board. J. H. Williams, chairman.

MILL AND MINE SUPPLIES MACHINERY DEALERS' WAR SERVICE COMMITTEE.

Appointed in May, 1918, by the Southern Supply and Machinery Dealers' Association. The committee distributed rules and regulations of the Priorities Division of the War Industries Board to the trade. Ernest Howell was chairman until May, 1918, when he was succeeded by Alvin M. Smith.

MILLERS' COMMITTEE.

See *Central Committee, Milling Division, United States Food Administration.*

MILLERS' NATIONAL FEDERATION COMMITTEE.

Organized in May, 1917, as an advisory committee of the voluntary Food Administration. A plan of supervision for the industry was adopted and put into effect. The committee became the Milling Division of the United States Food Administration after the passage of the food and fuel act, August 10, 1917, and the organization of the United States Food Administration. James F. Bell, chairman.

MILLING DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 15, 1917. The country was divided into nine divisions, with a committee in each division under a chairman. The chairman of the different divisions comprised the central committee, and the entire structure was known as the Milling Division. The work was done by voluntary cooperation of the millers with the United States Food Administration Grain Corporation. The division furnished the machinery for purchasing grain for the allies, assisted the Army and Navy in securing their requirements and worked with the Distribution Division in its regulation and licensing of flour milling interests. The central office was in New York. The Grain Corporation organized the Cereal Division on July 25, 1918, which took over many of the functions of the Milling Division but did not completely absorb it. Flour milling was continued under a section of the Cereal Division. J. F. Bell, chairman.

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MILLING DIVISION, CENTRAL COMMITTEE, UNITED STATES FOOD ADMINISTRATION.

Composed of the nine divisional chairmen who were heads of the districts of the milling division. The committee, although never formally dissolved, largely ceased to function when the Cereal Division was formed, as its work was performed by zonal agents of the Grain Corporation. J. F. Bell, chairman.

MILLWORK INDUSTRY WAR SERVICE COMMITTEE.

Organized July 23, 1918, to represent the industry with the War Industries Board and the Construction Division of the Army. Standardization of millwork was discussed with the United States Housing Corporation and the Building Materials Section, War Industries Board. The Price Fixing Committee approved prices fixed by the Federal Trade Commission for lumber millwork.

MINE TRACK COMMITTEE, ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized as a committee August 24, 1918. Mine-track matters had been handled by S. A. Taylor, adviser on technical matters, and as this work developed the bureau was organized and a committee of three appointed. All applications for mine sidings and matters pertaining to mine tracks were referred to this committee. Frank G. Jones, chairman; S. A. Taylor and R. L. Ireland, committee. Frank G. Jones, director.

MINERAL RESOURCES DIVISION, GEOLOGIC BRANCH, UNITED STATES GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

See *Geologic Branch, United States Geological Survey, Department of the Interior.*

MINERAL TECHNOLOGY, DIVISION OF; BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

A permanent division of the Bureau of Mines. During the war its work dealt largely with problems relating to the war, especially the production of nitrates needed for explosives and fertilizers, and the preparation of special alloys for use in the manufacture of steel for cannon. Its activities embraced investigations relating to the production and utilization of various metals, minerals, and mineral products, including the minor metals, rare metals, various alloys, nitrogen, building materials, clays, and clay products. It cooperated with the War Department, the War Industries Board, the Bureau of Standards, the American Chemical Society, and various commercial companies. Charles L. Parsons, chief.

MINERALS AND DERIVATIVES, JOINT INFORMATION BOARD ON.

An informal representative body, organized February 14, 1918, whose members included the State, War, Navy, Agriculture, Commerce, Treasury, and Interior Departments, the War Industries, War Trade, and United States Shipping Boards, the United States Food, Fuel, and Railroad Administrations, the Tariff and Federal Trade Commissions, the National Museum, and the National Re-

search Council. Its functions were to collect and distribute in mimeographed form data on minerals. Its personnel was assigned from the Geological Survey, the War Industries, and War Trade Boards, as it had no executive functions or special appropriation. In charge of Pope Yeatman (chief of the Non-Ferrous Metals Section, War Industries Board), chairman. The offices of the board were in the new Interior Building and worked in collaboration with the Central Bureau of Planning and Statistics.

MINERALS, JOINT COMMITTEE ON.

Represents the War Trade Board, the Minerals Section, War Industries Board, and the Division of Planning and Statistics of the United States Shipping Board. The committee was created in February, 1918, to recommend actions to the War Trade Board, which were embodied in the early Imports Restriction List. Later it was broadened into the Joint Information Board on Minerals and their Derivatives, and its chairman, C. K. Leith, became mineral adviser of the War Industries Board.

MINES, BUREAU OF; DEPARTMENT OF THE INTERIOR.

Established by Congress in 1910 for the purpose of conducting scientific and technologic investigations concerning mining and the preparation and utilization of mineral substances with a view to the increase of health, safety, and efficiency in the mineral industries. With the organization built up for this work and the knowledge acquired of mining, milling, and metallurgical practice throughout the United States the bureau was in a position to conduct many special investigations and to cooperate with various agencies for the more efficient utilization of our resources for war purposes. The more important problems handled related to the use of gas and gas masks in warfare, the regulation of explosives, the production of artificial nitrates, and the domestic production of the various minerals that had been largely imported and in the supply of which there was likely to be a shortage. The war work of the bureau was carried on through the following divisions: Mining, Metallurgical, Petroleum, Mineral Technology, War-Gas Investigations, War-Mineral Investigations, Regulation of Explosives. Van H. Manning, director.

MINING DIVISION, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

A permanent division in the Bureau of Mines, which during the war was engaged in the investigation of explosives, underground sound detecting for the Engineer Corps, and war requirements for various minerals. Its work also included the training of soldiers in the use of breathing and resuscitating apparatus, and the sampling of coal mines for the Navy Department. George S. Rice, chief.

MINTS, UNITED STATES.

The system of mints and assay offices created by Congress to provide the coinage of the United States is under the control of the Director of the Mints, who is responsible to the Secretary of the Treasury. The war placed upon the director the responsibility of meeting the extraordinary demand for coinage, especially for sub-

sidiary and minor coin, which came with increased volume of business and higher prices. Further war work was entailed by the increased use of platinum in Government work, by the act of April 23, 1918, which provided for the melting of silver dollars, and by the exports of silver to allied countries. These unusual demands for mint activity were met by improvement in mint facilities and day and night production. The Director of the Mint during the period of the war was Raymond T. Baker.

MISCELLANEOUS SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established on January 15, 1918. This section handled all negotiations involved in the purchase of material of all kinds not covered by any other section, such as machinery and machine tools, gauges, fuse setters, stop watches, and a variety of miscellaneous tools, instruments, etc. In August, 1918, a policy of consolidation of procurement was put into effect and in addition to the miscellaneous material required for the Ordnance Department, the section was responsible for the purchase for the entire Army of machine tools, forging equipment, gas electric generating sets, portable hand and cap lamps and lanterns, and time-interval recorders and stop watches. Officers known as negotiators were detailed to handle the procurement of certain kinds of articles. Capt. L. A. Pierrong was section head from January 17 to July 5, 1918. On July 5 he was followed by Capt. H. W. Cross as acting head, who was in turn succeeded on July 29 by Capt George R. Morrissey.

MISCELLANEOUS ACTIVITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

This division was created October, 1917, having charge of special matters relating to the promotion of food conservation. It cooperated with the States Administrative Division and the Federal food administrators in handling miscellaneous problems connected with conservation and the development of new ideas within the States. In addition to this it had charge of the arrangements for speakers. F. C. Walcott, chief.

MISCELLANEOUS CHEMICALS SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Formed with Edward Mallinekrodt, chairman, becoming a committee, with the same name, of the Chemical Alliance (Inc.), after the dissolution of the Chemicals Committee in November, 1917.

MISCELLANEOUS COMMODITIES SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

This section was organized to prevent shortages, to provide producing capacity, and to act as a clearing house for all materials and industries not specifically named in other sections. Many commodities handled by this section had been taken care of by the Miscellaneous Section, Procurements Division, Ordnance Department. The section was discontinued December 31, 1918. Mortimer B. Foster, chief.

MISCELLANEOUS SUPPLIES BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 18, 1918, under R. H. Harris, chief, reporting to Clothing and Equipage Division, prior to January 26, and to Supply and Equipment Division after that date until April 16, 1918, when it was abolished.

MISSISSIPPI-WARRIOR RIVER SECTION, DIVISION OF INLAND WATERWAYS, UNITED STATES RAILROAD ADMINISTRATION.

The Mississippi-Warrior River Section was created July 11, 1918, with headquarters at New Orleans, La., reporting originally to the Director General of Railroads. On September 5, 1918, it became subordinate to the Division of Inland Waterways. The Federal manager had charge of the construction and acquisition of equipment to be used upon the Mississippi River between New Orleans and St. Louis, and upon the Warrior River between the Alabama coal fields, Mobile and New Orleans; and he was also directed to assume charge of the operation of equipment thus acquired or constructed for the Director General of Railroads for use upon these waterways. M. J. Sanders, Federal manager.

MOBILE ARTILLERY, COMMITTEE ON.

See *Army and Navy Artillery, Subcommittee on; Munitions Standards Board, Council of National Defense.*

MONEY, SUBCOMMITTEE ON; LIBERTY LOAN COMMITTEE OF THE NEW YORK FEDERAL RESERVE DISTRICT.

A subordinate committee of the New York Liberty Loan Committee, popularly known as the "Money Committee," organized in September, 1917, under the auspices of the Federal reserve bank. Its membership comprised representatives of the leading financial institutions of New York. The purpose of the organization was to control the money market of New York, with special reference to stock exchange conditions, in the interest of Government finance operations and the general security of the financial situation. The committee perfected an organization of 63 banks and trust companies and secured an arrangement for the apportionment to the various banks of maximum amounts of call loans to be made to stock exchange borrowers. In addition it provided for a loan fund of $200,000,000, to be used in periods of stringency. From this fund large amounts were advanced when call money rates became unduly high. During the fall of 1918 the committee exercised further control by securing an increase from the customary 20 per cent to 30 per cent as the margin on stock exchange loans. Upon the request of the Secretary of the Treasury the committee's activities were continued after the armistice. The membership of the committee was as follows: Benjamin Strong (chairman), J. S. Alexander, G. F. Baker, William Conway, W. E. Frew, G. W. McGarrah, J. E. McReynolds, C. H. Sabin, F. A. Vanderlip, J. N. Wallace, and A. E. Wiggin.

MONEY ACCOUNTS BRANCH, FINANCE AND ACCOUNTS DIVISION, QUARTERMASTER GENERAL.

At the beginning of the war this was known as the Officers' Money Accounts Branch. From January 26 to April 16, 1918, the duties of

this branch were performed by the Finance and Accounts Branch of the Administrative Division. The Money Accounts Branch, as part of the Finance and Accounts Division, took up the work after April 16, 1918. The Finance and Accounts Division was transferred to the Office of the Director of Finance on October 21, 1918. The head of the branch was Lieut. Col. James Canby, who was succeeded by Capt. O. W. Gralund.

MONEY ACCOUNTS DIVISION, DIRECTOR OF FINANCE.

Established prior to the outbreak of war as the Money Accounts Branch of the Finance and Accounting Division of the Office of the Quartermaster General. On August 27, 1918, a reorganization was effected and the name changed to Money Accounts Division. Its function was to receive and examine money accounts and to transmit them to the Auditor for the War Department. It handled correspondence relative to disbursements, including cases involving officers' and enlisted men's pay and that of discharged soldiers. Its work was carried on through the following branches: Executive, which handled routine administrative matters; Money Accounts Examination, which examined disbursing officers' accounts and transmitted them to the War Department Auditor; Officers' Pay, which took care of claims and inquiries, largely on appeal from decisions of disbursing officers, relative to pay and allowances; Enlisted Men's Pay, which handled matters relative to enlisted men's pay, stoppages, delayed payments, final statements, etc.; the Discharged Enlisted Men's Pay, which had charge of matters pertaining to the payment of discharged enlisted men; and Costkeeping, which kept records of expenditures from quartermaster corps appropriations, records of value of Army supplies transferred from general supply depots to ports, camps, cantonments, etc., and data with reference to the kinds of rations issued, average cost, etc. Chief, Col. H. M. Lord, succeeded by Col. James Canby.

MONEY ORDER, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization. This division handled a large volume of business both for troops in the camps and cantonments in the United States and for the forces in Europe and in Siberia. Between July 1, 1918, and December 31, 1918, the United States postal agent in France issued money orders to the amount of $8,472,514.44. Superintendent, C. E. Mathews, reporting to Alexander M. Dockery, Third Assistant Postmaster General.

MORALE SECTION, GENERAL STAFF.

Established by General Orders, No. 94, October 28, 1918, under the charge of Brig. Gen. E. L. Munson. It had for its object primarily the stimulation of morale throughout the Army and the maintenance of a close connection and liaison with similar activities in civil life. It functioned through camp morale officers, the work being centered in the development battalions. Close cooperation was maintained with the various welfare organizations.

MOTION PICTURE COMMITTEE, TREASURY DEPARTMENT.

Appointed in August, 1917, to cooperate with the Treasury Department. The committee mobilized the motion picture industry in con-

nection with the Liberty loans and provided for the distribution of films to moving picture theaters all over the country. The work was done through the Director of Publicity of the Treasury Department. Adolph Zukor, chairman.

MOTION PICTURES WAR COUNCIL.

Appointed July 11, 1917, by William A. Brady, who was selected by President Wilson to secure the cooperation of the moving pictures interests. A representative was appointed to cooperate with the various departments of the Government.

MOTORCYCLES WAR SERVICE COMMITTEE.

Organized August 21, 1918, at the request of the War Industries Board to represent the industry in the matter of Government requirements for motorcycles. Frank E. Weschler, chairman.

MOTOR EQUIPMENT SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established January 15, 1918. It supervised all negotiations involved in the purchase of motor-driven vehicles and equipment, accessories, component and spare parts for such vehicles. On September 5, 1918, the procurement of all motor vehicles with the exception of tanks and caterpillar tractors was consolidated under the Motor and Vehicle Division of the Quartermaster Corps. A large part of the personnel of the Motor Equipment Section was also transferred, while that part of it which remained was responsible only for the procuring of tanks, tractors, and self-propelled caterpillar mounts. Originally the section functioned through the Chassis, Bodies, Equipment, Special Tractors, Artillery Tractors, Tanks, and Trailers Branches. In November, 1918, there were two branches, the Special Tractor and the Artillery Tractor. The heads of the sections were as follows: Maj. H. A. Lozier, January 17 to February 27, 1918; Maj. F. Glover, February 27 to May 15, 1918; Maj. Guy Hutchinson (acting), May 15 to July 9, 1918; and Maj. F. W. Carlisle after July 9.

MOTOR TRANSPORT CORPS, WAR DEPARTMENT.

Created by War Department General Orders, No. 75, dated August 15, 1918. At the beginning of the war, all matters pertaining to motor transport were handled by the Transportation Division, office of the Quartermaster General. On January 26, 1918, the Motors Division was established under the Quartermaster General. On April 16, 1918, the Motors Division became the Motor Transport Division; and on April 18, 1918, the Motor Transport Service was organized and an assistant to the Quartermaster General was detailed as chief. This service was established because of the growing recognition of the desirability of centralizing all matters connected with motor transport in one independent organization. The Motor Transport Corps, which succeeded the Motor Transport Service as a separate operating agency on August 15, 1918, was responsible for the procurement, design, maintenance, and operation of all motor transport used in the Army. It functioned through the following divisions: Executive, Liaison, Service, Property, Engineering, Operating, and Maintenance. Brig. Gen. C. B. Drake, chief.

MOTOR TRANSPORT SERVICE, QUARTERMASTER GENERAL.

Established January 26, 1918, under designation of Motors Division. The name was changed to Motor Transport Division, April 16, 1918, and to Motor Transport Service, April 18, 1918. The functions of the Motor Transport Service included the procurement of all motor-propelled vehicles excepting tanks, and the inspection, maintenance, and repair thereof. Subordinate to the Motors Division were the Maintenance, Production and Engineering, Central Office Service, Machine Shop, and Procurement Branches. The Motor Transport Division functioned through the Maintenance and Repairs, Productions and Engineering, Office Service, Operations, and Procurement Branches. The organizations responsible to the Motor Transport Service were the Administrative, Maintenance, Engineering, Operations, and Procurement Branches. Col Charles B. Drake was chief of the Motors Division; Brig. Gen. Chauncey B. Baker of the Motor Transport Division; and Col. Fred Glover, of the Motor Transport Service. On August 15, 1918, the Motor Transport Service lost its identity, its duties being taken over by the Motor Transport Corps.

MOTOR TRANSPORTATION SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. This subdivision was responsible for the supply of motor transportation and spare parts to be shipped overseas to fill requisitions from the American Expeditionary Forces. It functioned through the following branches: Motor Cars, Trucks, Spare Parts, Priority, Release and Servicing, and Transportation. The Priority Branch determined what material should be given preference for shipment overseas, while the Release and Servicing Branch supervised the actual consignment of the material and followed it up to prevent delay.

MOTOR TRUCKS WAR SERVICE COMMITTEE.

Organized by the Automotive Products Section of the War Industries Board to represent the industry in the matter of steel requirements and government contracts before the Priorities Board in case the manufacturers desired to be placed on the preference list for fuel. George M. Graham, chairman.

MOTOR VEHICLES AND AIRCRAFT SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized January 17, 1919, as the Motors and Vehicles Sales Section; name changed February 4, 1919. It supervised the sale of the surplus motor transportation and aircraft equipment belonging to the War Department. The different branches of the Government were consulted to ascertain whether the surplus automobiles and motor trucks in the War Department could be used to fill their requirements. Various manufacturers were then approached with a view to having them take over vehicles of their own make to market them with their own machines, thus giving the Government a fair price and at the same time disturbing market conditions as little as possible. In accordance with the policies laid down by the Director

of Sales, the Bureau of Aircraft Production created a Material Disposal Section organized on a plan similar to that followed by large commercial houses which handle sales through branch offices. Col. Fred Glover was appointed chief on January 17, 1919, being succeeded on May 1, 1919, by Lieut. Col. Guy Hutchinson.

MOTOR VEHICLES BRANCH, MOTORS AND VEHICLES DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Established September 21, 1918, as Motors Branch, the name being changed on October 28, 1918, to Motor Vehicles Branch. This branch, under the direction of Col. Edwin S. George, was responsible for the procurement of all motor-propelled vehicles.

MOTORS BRANCH, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created September 20, 1918, to receive from the chief of the Motor Transport Corps shipping instruction on automotive transportation, to secure necessary transportation authority on shipments, to store motors, and to fill oversea requisitions. Maj. Walter Alexander, chief, September 20 to October 29, 1918; John F. Toole to November 11, 1918.

MOTORS AND VEHICLES DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Established September 21, 1918, to handle procurement of motor vehicles and animal and hand drawn vehicles. Under the direction of Col. Fred Glover the division functioned through the Horse and Hand Drawn Vehicles, Motor Vehicles, Administrative, and Planning Branches.

MUNITIONS, DIRECTOR OF; WAR DEPARTMENT.

See *War Department.*

MUNITIONS MANUFACTURING AND INDUSTRIAL RELATIONS COMMITTEE, ADVISORY COMMISSION, COUNCIL OF NATIONAL DEFENSE.

One of the seven committees with Howard E. Coffin, chairman, formed in the Advisory Commission, one under each commissioner, to assume supervision over a special field of industry. It functioned through the Gas and Electric Service and Automotive Transport Cooperative Committees, and with the Cooperative Committee from the National Industrial Conference Board.

MUNITIONS PATENTS BOARD, WAR AND NAVY DEPARTMENTS.

The Munitions Patents Board was created September 25, 1918, by joint action of the Acting Secretary of War and the Secretary of the Navy for the purpose of coordinating the policies of the War and Navy Departments in patent matters. The duties of the board included the consideration of clauses in contracts of the respective departments dealing with patents, questions as to the validity or infringement of patents and patentability of inventions, questions involving compensation, and the submission of recommendations concerning matters of policy. The action of the board in matters per-

taining to the activities of the War and Navy Departments was subject to the approval of the heads of the departments concerned. Under the supervision of the board were the several patents sections in the War and Navy Departments. The board, as originally constituted, comprised Thomas Ewing, formerly Commissioner of Patents, chairman; Max Thelen, representative of the War Department; and Pickens Neagle, representing the Navy Department.

MUNITIONS STANDARDS BOARD, COUNCIL OF NATIONAL DEFENSE.

Created March 20, 1917, to insure speedy and efficient quantity production of munitions, to standardize munition specifications, to assist in survey of cantonment and terminal storage facilities, and to extend transportation methods. It was absorbed by the General Munitions Board soon after April 9, 1917. Frank A. Scott, chairman.

NATIONAL ADJUSTMENT COMMISSION.

Created through an agreement entered into in August, 1917, by the United States Shipping Board, the Secretary of War, the Secretary of Labor, the American Federation of Labor, the International Longshoremen's Association, and the principal shipping operators on the Atlantic and Gulf coasts, for the adjustment and control of wages, hours, and conditions of labor in the loading and unloading of vessels on those coasts. The commission was composed of the following members: One nominated by the Shipping Board, one by the Secretary of War, one by the International Longshoremen's Association, and two by the Committee on Shipping of the Council of National Defense, one to represent the coastwise carriers and to act only in cases involving coastwise services, and one to represent carriers engaged in foreign trade and to act only in cases involving foreign services. In the agreement provision was made for the appointment of local adjustment commissions in each important port. These commissions were made up in a manner similar to the national commission except that there was one joint representative for the United States Shipping Board and the War Department. All differences at particular ports were to be adjusted by the local commission if possible, with the right of appeal by either party to the national commission. The latter also frequently took original jurisdiction over disputes where it seemed advisable. With certain modifications the same agreement was adopted at Seattle and Tacoma, Wash., on the Pacific coast, and by the Lumber Carriers' Association of the Great Lakes. Raymond B. Stevens, vice chairman of the United States Shipping Board, was the first chairman of the commission. On his resignation December 18, 1917, Robert P. Bass was appointed. On January 1, 1919, Mr. Bass resigned and William Z. Ripley became chairman and United States Shipping Board representative.

NATIONAL AMERICAN COMMITTEE OF THE POLISH VICTIMS' RELIEF FUND.

Founded by I. J. Paderewski, who was chairman, to collect money in the United States. Money was cabled to Petrograd in care of the American embassy for Polish refugees in Russia and Siberia, to the

General Polish Relief Committee in Switzerland, for those in Germany and Austria, and to local Polish organizations for those in France and Switzerland, everything being done with the knowledge and sanction of the Department of State.

NATIONAL LEAGUE FOR WOMEN'S SERVICE.

Created January 27, 1917, to organize and train women for volunteer war service. It established the woman's motor transport service, canteen service, social clubs for soldiers and sailors, and cooperated with the War Camp Community Service, Department of Agriculture and the United States Food Administration in their various forms of work. The league had branches in 730 cities in 38 States with approximately 300,000 members. It was responsible to a board of directors, of which Miss Maude Wetmore was national chairman. Miss Grace Parker was national commandant.

NATIONAL MUSEUM, UNITED STATES SMITHSONIAN INSTITUTION.

The museum placed its staff, collections, and laboratories at the services of the executive departments and other Government agencies. At the request of the National Research Council, Dr. G. P. Merrill, head curator of geology, secured quartz for the United States Navy and Great Britain to be used in connection with instruments for detecting location of submarines. Through its curator of marine invertebrates, Dr. Paul Bartsch, it was shown that the ordinary garden slug (abundant in Europe) had ideal qualifications as an indicator, since it responds to poisonous gases to a degree where they cease to be dangerous. It was able, through Dr. Ales Hrdlicka, curator of physical anthropology, to furnish to the National Research Council and the Army and Navy Intelligence Bureaus valuable data on racial questions. Through C. G. Gilbert, curator of mineral technology, it furnished data on the interrelationships and interdependence existing in the industries sustained by mineral resources, and made suggestions for insuring a sustained source of oil. It placed on exhibition a series of cases illustrating food conservation by the selection of a balanced ration showing a large number of foods arranged in five classes as a guide in selection and in elimination of duplication and waste. C. D. Wolcott is secretary.

NATIONAL RETAIL DRY GOODS WAR SERVICE COMMITTEE.

Created in October, 1918, at the instance of the United States Chamber of Commerce and the War Industries Board to safeguard civilian interests, and so distribute what was left after the war needs were met that the civilian population would be fairly treated. This involved the question of prices as well as distribution. One of the first and biggest problems of the committee was the guidance and stimulation of retail organization for war service into an efficient unity of effort. Herbert J. Tily, chairman.

NATIONAL SERVICE DEPARTMENT, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created in January, 1918, to stimulate production in American shipyards and industrial plants supplying material to ships by in-

spiring the proper patriotic spirit among the workers. The appeal was made through a series of meetings with addresses by experienced speakers and also through the distribution of printed matter. Numerous meetings were held with an estimated total attendance of over 5,000,000 workers. In February, 1918, the department became a section of the General Service Division and in May, 1918, along with that division, it passed for a short time into the Industrial Relations Division. In July, 1918, it became attached directly to the office of the Ship Production Department. Charles A. Eaton was head of the service. It ceased to function upon the resignation of Mr. Eaton on January 1, 1919.

NATIONAL WAR GARDEN COMMISSION.

Organized March 26, 1917, to promote the planting of war gardens and the conservation of war-garden products. In 1918 over 5,000,000 war gardens were planted largely because of the activities of this commission, which aroused people to the need of increased production of garden products. Charles L. Pack, president.

NATIONAL WAR LABOR BOARD.

Appointed by the Secretary of Labor in accordance with the recommendation of the War Labor Conference Board of March 29, 1918. It was composed of 12 members; 5 representing employers, nominated by the National Industrial Conference Board; 5 representing labor, nominated by the American Federation of Labor; and 2 joint chairmen, presiding on alternate days, one selected by each of the above groups of members. Secretary Wilson selected all the members of the War Labor Conference Board, which was similarly constituted, to make up the membership of the National War Labor Board. Provision was made later for the selection of an alternate by each of the members to act and vote for him during his absence. William H. Taft and Frank P. Walsh were the original joint chairmen, selected respectively by the employer and employee members of the board. Mr. Walsh tendered his resignation on November 19, 1918, which went into effect on December 3. On the same day Basil M. Manly, who had been acting as assistant to the joint chairman, was appointed as successor to Mr. Walsh. It was the function of the board to bring about a settlement by mediation or conciliation of every controversy arising between employers and workers in the fields of production necessary for the effective conduct of the war, or in other industries in which delays or obstructions might detrimentally affect war production. The board did not take cognizance of a controversy in cases where there was by agreement or Federal law a means of settlement which had not been invoked. The work of the board was facilitated by the designation of sections of two members (one from each group) to consider controversies and propose decisions to the full board, and by the use of examiners to take testimony. If there was a failure to settle the controversy by mediation, the board then sat as a board of arbitration and made an award if it could reach a unanimous decision. If it failed to do so, an umpire to make an award was selected by unanimous choice of the board if possible, or otherwise, through appointment by the President of the United States. The board was successful in settling numerous con-

troversies that threatened serious interruptions to industry. For the period of the war it became virtually a supreme court of industry. Shortly after the signing of the armistice Secretary Wilson requested that the activities of the board be continued until the peace treaties had been signed and the problems of labor dealt with in connection with reconstruction.

NATIONAL WAR SAVINGS COMMITTEE.

The Treasury Department organization created in November, 1917, to organize and promote the sale of war-savings certificates, war-savings stamps, and thrift stamps authorized by the act of Congress of September 24, 1917. The committee consisted of six members appointed by the Secretary of the Treasury. Through the committee an elaborate system of subordinate war-savings agencies was created, consisting chiefly of 6 Federal directors, each in charge of one or more Federal reserve districts, and 52 State directors, each in charge of a State or a portion of a State. Under this direction there was built up a selling machinery that reached every individual in the country. In addition to the post offices and rural carriers, more than 230,000 agents were selling stamps in October, 1918. The committee's operations included a campaign of nation-wide publicity, an organized campaign against "business as usual," a campaign for individual thrift-pledges, and the promotion of savings societies, of which there were formed more than 150,000. The committee was dissolved in September, 1918, upon the recommendation of its chairman, in order to secure a better coordination of the war-savings organization with the loan organization of the Treasury and to give the Federal reserve loan organization more immediate control over financial operations within their districts. It was succeeded by the Savings Division of the War Loan Organization. The membership of the National Committee was as follows: F. A. Vanderlip (chairman), C. L. Baine, Mrs. George Bass, F. A. Delano, Henry Ford, and Eugene Meyer, jr. The Federal directors were as follows: E. C. Bradley, F. W. Fleming, J. F. Harris, J. D. Lyon, Otto Marx, and H. B. Riley.

NATURALIZATION, BUREAU OF; DEPARTMENT OF LABOR.

A permanent bureau having supervision over the naturalization of aliens. Under act of Congress of May 9, 1918, extending the opportunity of naturalization to every alien in the military or naval service of the United States, the bureau cooperated with the military and naval authorities in preparing naturalization petitions of soldiers and sailors for the courts. The bureau also assisted Army exemption boards in determining the status of foreign-born registrants. The war made its Americanization work, carried on in cooperation with the public schools, of greatly enhanced importance. Commissioner, Richard K. Campbell.

NAVAL CONSULTING BOARD, DEPARTMENT OF THE NAVY.

A body of scientific experts representing the scientific and technical fields involved in the solution of naval problems. It was appointed by the Secretary of the Navy and met for organization on October 6, 1915. After the organization of the Council of National Defense it became a part of that body, acting as an inventions com-

mittee. It handled correspondence relating to naval inventions, and examined such inventions as did the Inventions Section, General Staff, and the National Advisory Committee for Aeronautics. It functioned through the following committees: Aeronautics, Aids to Navigation, Chemistry and Physics, Electricity, Food and Sanitation, Internal Combustion Motors, Life Saving Appliances, Metallurgy, Mines and Torpedoes, Optical Glass, Ordnance and Explosives, Production, Organization, Manufacture and Standardization, Public Works, Yards and Docks, Ship Construction, Special Problems, Steam Engineering and Ship Propulsion, Submarines, Transportation, Wireless and Communications. President, Thomas A. Edison; chairman, William L. Saunders.

NAVAL COUNCIL.

See *Allied Naval Council.*

NAVAL INTELLIGENCE, OFFICE OF; NAVY DEPARTMENT.

The Office of Naval Intelligence at the Navy Department in Washington was divided into five sections for carrying on the work of the office which included the observation, investigation, and report of all subjects affecting the Navy and the prosecution of the war from a naval point of view, including naval operations at sea and on land, the status, changes, and progress of the matériel and personnel of foreign navies, and a close counter espionage in the United States. This later included investigation of unauthorized radio stations, of alien enemies and suspects, of matters connected with the cable and mail censorship which affected the Navy, the protection of water fronts and vessels and the plants having contracts with the Navy Department with a view to safeguarding those plants against sabotage. This office also assisted in the guarding of United States merchant vessels while in port and the guarding against the danger from enemy agents among the passengers and crews on both our trans-Atlantic and coastwise ships. The interchange of information and the results of investigations with other departments of the government was most effective and valuable in the prosecution of the war. It is through the Office of Naval Intelligence that the Navy Department communicates with foreign governments either via our own attachés abroad or via the foreign naval attachés resident in Washington. Under the Office of the Naval Intelligence were: (1) Naval attachés with their agents in all the more important countries of the world; (2) eight suboffices located in the following cities: Boston, New York, Philadelphia, Baltimore, Washington, Pittsburgh, Chicago, and San Francisco; (3) fifteen aids for information with offices in the following cities: Boston, Newport, New York, Philadelphia, Hampton Roads, Charleston, Key West, New Orleans, Chicago, San Francisco, Puget Sound, Honolulu and Canal Zone. These aids for information were on the staff of the commandant of the naval district in which their offices were located and were the liaison officers between the Office of Naval Intelligence and the commandants of the districts. All of these suboffices and aids had numerous subordinates and agents. The director of Naval Intelligence was Rear Admiral Roger Welles, and the assistant director was Capt. Edward McCauley.

NAVAL STORES INDUSTRY WAR SERVICE COMMITTEE.

Organized September 5, 1918, to represent the industry before the War Industries Board in the matter of preferential rating for manufacturers of rosin, turpentine, and pitch. The committee cooperated with the Chemicals Section. J. A. G. Carson, chairman.

NAVAL TRAINING CAMP SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

Established before the war, for the purpose of preparing plans and specifications for the construction of war emergency naval training camps. Project manager, Lieut. Commander H. L. Rogers.

NAVIGATION, BUREAU OF; DEPARTMENT OF COMMERCE.

In existence prior to the outbreak of war. The Bureau of Navigation continued throughout the war the performance of its regular peace duties, viz, the enforcement of the navigation laws, ship registry, and tonnage admeasurement, modified, to a certain extent, by war conditions. The bureau worked in cooperation with the Council of National Defense, the War and Navy Departments, the United States Shipping Board, the War Trade Board, and the war missions of the allies, its new war duties arising principally in connection with the policy of operating merchant vessels under Government ownership and control. E. T. Chamberlain, Commissioner of Navigation, directed the activities of the bureau. He also served on the Committee on Shipping of the Council of National Defense.

NAVIGATION AND ENGINEERING SCHOOLS, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

Schools organized for quick and intensive training of deck officers and engineers for the merchant marine. Students seeking officers' licenses were admitted upon two years' actual sea experience and upon meeting the requirements as to previous experience of the United States Steamboat Inspection Service. They received no pay or allowance while taking the course, and upon finishing were examined by the local steamboat inspector and given a license for the grade qualified for in the examination. The work of admitting the students was handled by seven section chiefs, who were located in Boston, Philadelphia, Jacksonville, New Orleans, San Francisco, Seattle, and Cleveland. The navigation schools for deck officers were under the direction of Prof. A. E. Burton, who appointed instructors and arranged the system of instruction. They numbered 43, with 20 in actual session in September, 1918, and a total enrollment of 6,160. The course lasted six weeks from four to eight hours daily, and the first school was established June 4, 1917. The engineering schools, under the direction of Prof. E. F. Miller, were started in July, 1917. They were 12 in number with a total enrollment in September, 1918, of 5,110. The course lasted a month from four to eight hours daily, and was given at technical colleges and other places having marine engineering laboratories and special engineering equipment. Henry G. Vaughan was superintendent of the officers' schools.

NAVY DEPARTMENT.

At the outbreak of war the naval forces of the United States included the regular naval establishment, the Naval Reserve Force, authorized by act of August 29, 1916, and the National Naval Volunteers, including such of the Naval Militia as had been enrolled. The United States Marine Corps and the Coast Guard also came under the jurisdiction of the department. By act of July 1, 1918, existing laws relating to the National Naval Volunteers and the Naval Militia were repealed and the President was authorized to transfer the personnel of the former to the Naval Reserve Force or to the Marine Corps Reserve. During the period immediately preceding the war the Navy had improved its business methods and purchasing system so as to be able to meet the demands of war without the necessity of reorganizing existing administrative machinery. It was necessary, however, vastly to increase the personnel of the Navy and its material equipment, including shipyards, docks, submarine and aircraft bases, as well as naval vessels of all types. The exigencies of submarine warfare imposed additional burdens upon the Navy. It was necessary to devise new types of vessels, to arm and furnish gun crews for merchant ships, and to lay mine barrages for protection against the submarine peril. At the outbreak of war the personnel of the Navy included 65,777 men. At the signing of the armistice its strength was 497,030, including women. Upon the declaration of war the Navy had 197 ships in commission; when the war ended there were 2,003. A naval Overseas Transportation Service was established and grew to include 321 cargo-carrying ships. It was necessary to construct new shipyards and training stations, while those already in existence were greatly enlarged. The construction of new vessels, together with the enormous increase in shore facilities, rendered necessary constituted an economic undertaking of some importance. Through the Naval Allied Council the department maintained close touch with the allied navies in order to secure the coordination of effort at sea and to insure the efficient development of all scientific operations connected with the conduct of war. The organization of the Navy Department included a General Board, which concerned itself with broad questions of policy, the Office of Naval Operations, and the following bureaus: Navigation, Yards and Docks, Ordnance, Construction and Repair, Steam Engineering, and Supplies and Accounts. There was also a Naval Consulting Board, which served in an advisory capacity, and a Compensation Board, which passed upon expenditures under cost-plus naval contracts. The Secretary of the Navy was Josephus Daniels, while Franklin D. Roosevelt served as Assistant Secretary. Admiral William S. Benson was Chief of Naval Operations, by virtue of which position he became the ranking officer of the Navy. Vice Admiral William S. Sims was commander in chief of United States naval forces in European waters.

NAVY DEPARTMENT, AUDITOR FOR THE.

The office of Auditor for the Navy Department is one of the six branches of the Treasury Department which audit the accounts of one or more of the executive departments of the Government. The

auditor receives and settles all accounts and claims of the Naval Establishment and the Marine Corps. The war-time incumbent was E. L. Luckow.

NEGRO ECONOMICS, DIVISION OF; OFFICE OF THE SECRETARY, DEPARTMENT OF LABOR.

Established by the Secretary of Labor, acting upon the recommendation of his War Advisory Council. Its functions were to advise the Secretary on matters manifestly affecting negro wage-earners and to outline plans for securing from them greater production in agriculture and industries. The division was administered by the Secretary of Labor, the director of negro economics having a number of field assistants who worked under the supervision and approval of the Federal State directors, United States Employment Service, for information and advisory purposes. The department also endeavored to promote the formation of cooperative advisory committees of white employers, white workers, and negro workers where labor problems existed. Dr. George E. Haynes was appointed director and entered upon his duties May 1, 1918.

NEUROLOGY AND PSYCHIATRY, DIVISION OF; SURGEON GENERAL'S OFFICE.

Created July, 1917. Prior to January 1, 1919, this division reported directly to the Surgeon General, but after that date through the chief of the Division of Internal Medicine and was known as the Section of Neurology and Psychiatry. Neuro-psychiatrists belonging to the commissioned personnel of the division were assigned to the draft examination boards in the various camps, to base hospitals, to the special wards in general hospitals, and also to each division, base hospital, and evacuation hospital going overseas. It was the duty of these officers to detect and make recommendations concerning the disposition of all men unfit for service from a neuro-psychiatric point of view and to treat and care for those already within the Army. Until February 13, 1919, Col. Pearce Bailey was chief, when he was succeeded by Lieut. Col. Thomas D. Woodson.

NEW ENGLAND COAL COMMITTEE.

Consisted of representatives appointed by the governors of the New England States in September, 1917, when a serious coal shortage threatened the war industries of that section. It reported the existing conditions to the United States Shipping Board and asked its intervention in the matter. The result of these proceedings was the formation of the New England Coal Barge & Towers' Association, financed by the New England Coal Committee. The committee also acted with the United States Fuel Administration and the railroads in eliminating a coal congestion at Hampton Roads caused by bunkering at the piers.

NEW ENGLAND COAL BARGE & TOWERS' ASSOCIATION.

A voluntary association of about 40 carriers, formed in September, 1917, to centralize the operation of coal barges from Hampton Roads to New England because of a shortage of coal which threat-

ened the textile mills, munition plants, and public utilities in the New England district. Soon after it was formed the Division of Operations, United States Shipping Board, assigned additional steam tonnage to the New England coal trade and made tentative arrangements with the supervisor of the association for the direction and operation of this tonnage. The number of steamers soon grew to such proportions, however, that it became necessary for the Division of Operations to be officially represented in Boston in order to keep jurisdiction over the operation of these steamers. The Boston agency absorbed the New England Coal Barge & Towers' Association and maintained Capt. A. L. Crowley, the supervisor, as the agent in charge of the Coal Transportation Agency, which took over the supervision of the coal-carrying fleet in the New England trade.

NEW YORK AGENCY, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The New York Agency of Operations was started in the office of Capt. Charles Yates, who was sent to New York in the spring of 1917 to represent the United States Shipping Board in that port and to organize a shipping company to manage the former German ships then being repaired by the Board of Survey and Consulting Engineers. The work of the office rapidly expanded and comprised the upkeep, physical control, and repair of some 150 vessels, engaging and supervising crews, and supplying provisions and stores for these vessels. The agency worked in close cooperation with the Chartering and Shipping Control Committees, and prepared various types of periodical charts with details of voyages, cargoes, and costs of operation. The total record of the New York office on December 30, 1918, was estimated at 3,000,000 ship miles and 20,000,000,000 ship ton miles, together with the transportation of from 15 to 20 per cent of all the supplies shipped overseas for the American soldiers and their allies. The managing agent, Capt. Yates, resigned on February 1, 1919.

NEW YORK HARBOR WAGE ADJUSTMENT BOARD.

The complete official name of this board was Board of Arbitration, New York Harbor Wage Adjustment, United States Shipping Board, but it was usually referred to by the shorter title given above. It was created on October 20, 1917, by a dual agreement, on the one hand between the United States Shipping Board and the chief harbor boat operators in New York and on the other hand between the United States Shipping Board and the representatives of the four unions involved. It was made up of one representative each from the United States Shipping Board, the Department of Labor, and the Department of Commerce. Under a new agreement concluded on May 14, 1918, two additional members were added to the board, one appointed by representatives of the employers, and the other by representatives of the employees. In June, 1918, there was a further addition to the membership of the board through the appointment of one representative of the railroads operating boats in New York harbor and one representative of employees. The agreements provided that employers and employees engaged in the operation of tugs,

barges, lighters, ferry-boats, etc., in the port of New York should submit to the board all differences concerning wages and conditions of labor which could not first be adjusted by the employers and employees concerned. Under the original agreement strikes were not forbidden, except pending the decision of the board. Under the revised agreement of May 14, 1918, it was agreed that both parties be bound by the findings and decisions of the board in respect to all present and future controversies during the period of the war.

NEW YORK–NEW JERSEY CANAL SECTION, DIVISION OF INLAND WATERWAYS, UNITED STATES RAILROAD ADMINISTRATION.

On April 22, 1918, G. A. Tomlinson was appointed general manager of the New York Canal Section with offices at New York city and was authorized to acquire and construct equipment for use upon the New York State Barge Canal and waters connecting therewith, reporting direct to the Director General of Railroads. On July 15, 1918, he became Federal manager of the New York and New Jersey Canal Section, and was directed to supervise, in addition to the New York Barge Canal, the operation of equipment upon the Delaware and Raritan Canal. The New York and New Jersey Canal Section on September 5, 1918, was placed under the control of the newly established Division of Inland Waterways. H. S. Noble was appointed Federal manager, succeeding Mr. Tomlinson, who became director of the Division of Inland Waterways.

NEW YORK–NEW JERSEY PORT AND HARBOR DEVELOPMENT COMMISSION.

Organized for the purpose of undertaking a systematic study for the unified development of the port of New York. By act of May 8, 1917, the Governor of New York was authorized to appoint three commissioners, and by act of March 26, 1917, the Governor of New Jersey was given similar power. The commissioners were appointed and the first meeting of the joint commission was held on August 2, 1917. After that date regular weekly meetings were held in addition to numerous special meetings and inspections of the port and all its facilities. Plans were at once made for an investigation of conditions at the port of New York, leading up to a comprehensive report in which a policy for the future development of the harbor and its facilities should be set forth. A questionnaire was sent out to the interests concerned, and on September 19, 1917, a tour of inspection of the harbor was made. Shortly after, a movement was undertaken which resulted in the creation of the New York Port War Board, in the work of which the joint commission had an active and important share. In conjunction with the War Board it assisted the Federal Government in securing the use of the Newark port terminal, Hoboken docks, North River Manhattan piers, Bush Terminal, and other facilities for the transportation of the Army and its supplies overseas. William R. Willcox, chairman of the New York Commission, acted as chairman of the Joint Commission, and J. Spencer Smith, of the New Jersey Commission, served as vice-chairman. Maj. Gen. George W. Goethals was chief consulting engineer.

NEWS DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Established in July, 1917. It furnished daily, weekly, and monthly news articles to magazines and newspapers through the Committee on Public Information and other agencies. On September 14, 1917, it began the publication of a semimonthly News Letter, which contained news of work done by women and was sent to chairmen of the State, county, and local units. A foreign news bureau, created August, 1917, under Mrs. May Lamberton Becker, gathered the news on women and children appearing in foreign journals and gave it out to chairmen of publicity bureaus. The news departments of the State divisions furnished regular news service concerning State activities, and adapted their publicity programs to local needs. Mrs. Edmund Shelby, chairman.

NEWS, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

The original division of the Committee on Public Information. It maintained representatives in all departments through whom official news items were released to the public press, later to be printed in the Official Bulletin. Organized under L. Ames Brown, and continued in turn under J. W. McConaughy, director, and Leigh Reilly. Discontinued December 1, 1918.

NEWSPAPER SECTION, PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, to administer the rules and regulations of the War Industries Board applying to weekly and daily newspapers. It was discontinued December 31, 1918. G. J. Palmer, chief.

NICKEL, COOPERATIVE COMMITTEE ON; COMMITTEE ON RAW MATERIALS, COUNCIL OF NATIONAL DEFENSE.

Created in June, 1917. Its functions were taken over by the War Industries Board when the committee was dissolved in November, 1917. Ambrose Monell, chairman.

NITRATE COMMITTEE OF THE UNITED STATES.

Created February 20, 1918, as a result of negotiations begun October, 1917, by arrangement between the War Industries Board and the four approved nitrate of soda importers "with a view to securing an adequate supply of nitrate of soda for Government and private use, an equitable distribution thereof, and an equitable and uniform cost to all consumers in the United States." It acted in conjunction with the nitrate of soda executive in London after December 10, 1917. All contracts covering importation and distribution were cleared through the office of this committee. Chandler P. Anderson, chairman.

NITRATE DIVISION, ORDNANCE DEPARTMENT.

Created July 25, 1917, to handle business pertaining to the subject of nitrogen fixation. It controlled the expenditure of money appropriated by act of Congress of June 3, 1916, as far as this money related to the Ordnance Department. The division had charge of

purchase and design of specifications, bills of materials of plants and machinery, and safety and accident prevention work. The Transportation Branch had charge of placing cars at the various plants manufacturing for the division, and expediting delivery in all cases. The work at all plants under contract to or constructed by the Ordnance Department was under the supervision of the division. It functioned through the following sections: Auxiliary, Mail and Record, Engineering Section, Finance and Accounts, Legal, Contract, Inspection, Purchase, Research Technical, Arlington Experimental, Supervision, Operating, Personnel, and Power. The division was assisted by the Council of National Defense, and the Priority Branch cooperated with the Priority Section of the War Industries Board in the matter of securing allocation and clearance for materials. Col. J. W. Joyes, chief.

NITRATE OF SODA EXECUTIVE.

A pool formed by Great Britain, France, Italy, Russia, and the United States, by agreement signed December 17, 1917, Japan becoming a member in January, 1918. Each member was entitled to two representatives, although only one sat at the meetings. Its purpose was to facilitate the distribution and allocation of the Chile production of nitrate of soda, in accordance with an annual estimate of required quantity submitted by each nation a member of the pool. The United States requirement for 1918 was 1,800,000 tons. Robert P. Skinner, commanding general at London, was representative for the United States.

NITRATE SUPPLY COMMITTEE.

Appointed by the Secretary of War in September, 1917, and composed of scientists, engineers, and Army and Navy officers "to determine the best, cheapest, and most available means for the production of nitrates and other products for munitions of war and useful in the manufacture of fertilizers and other products." It made a report recommending that the Government enter into negotiations with the General Chemical Co. on its synthetic ammonia process, and with the Nitrogen Products Co. on its so-called Bucher process for production of sodium cyanide.

NITRATES SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in October, 1917, because of the rise in price in Chile of nitrate of soda. On December 10, 1917, an arrangement was made for purchase of nitrates in Chile for the United States and allied governments through a nitrate executive in London, who allocated the general supply and to whom this section reported directly. This section assigned the vessels allocated by the Shipping Control Committee to the importers, exercised control of prices which were pool plus, and assisted United States exporters in getting licenses to ship coal, machinery, etc., to Chilean nitrate producers. It worked through the Nitrate Committee of the United States. Beginning March, 1918, further contracts for nitrate for fertilizer purposes were disapproved. The section was discontinued December 31, 1918. Charles H. MacDowell, chief.

NON-FERROUS METALS SECTION, WAR INDUSTRIES BOARD.

Organized in October, 1917, with Eugene M. Meyer, jr., chief. By March, 1918, when Pope Yeatman succeeded as chief of section (title changed to director October, 1918), Portland cement, mica, and abrasives had been taken over by other sections. At time of discontinuance of the section December 31, 1918, it was handling aluminum, antimony, copper, lead, nickel, quicksilver, and zinc. It kept an accurate check on stocks and a record of requirements, passed on and approved requests submitted through the Purchasing Commission for the Allies, and approved priority requests and requests for clearances on the metals under its control.

NON-FERROUS TUBE SECTION.

See *Brass Section, Finished Products Division, War Industries Board.*

NON-FERROUS TUBES WAR SERVICE COMMITTEE.

Created by the Brass and Copper Tube Manufacturers of the United States in June, 1918. All sales were confined to the Army, Navy, and Emergency Fleet Corporation. In August, 1918, the committee was reorganized and became known as the Brass and Copper Tubes War Service Committee. Barton Hasleton, chairman.

NON-WAR CONSTRUCTION SECTION, PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

Formed about August, 1918, to conserve labor, materials, and capital for war purposes. Its Non-War Construction Circular 21 of September 3, 1918 (revised October 15), practically prohibited in the United States building projects unless approved and cleared by the War Industries Board, with the exception of certain agricultural exemptions, and building permitted without license connected with mines, with public highway improvements, with repairs on existing buildings not to exceed $2,500 each, and with the United States Railroad Administration. D. R. McLennan, chief.

NORTH PACIFIC EXPORT COMMITTEE, NORTHWESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created October 11, 1918, by order of Regional Director R. H. Aishton. It was the function of the committee to control the movement of export freight through the North Pacific ports, including those on Puget Sound, together with Portland and Astoria. It had the power to order embargoes on export freight, when necessary, and supervised the issuing of permits for the forwarding of shipments by rail to the port terminals. All roads under the jurisdiction of the Northwestern Region were directed to cooperate with the committee and to furnish all information which it requested. A subcommittee was organized with headquarters at Seattle, Wash., to have special charge of the movement of export freight through the Puget Sound ports. It was given authority to issue permits for shipments to the ports under its jurisdiction. F. W. Robinson, chairman.

NORTHERN HEMLOCK AND HARDWOOD MANUFACTURERS' EMERGENCY BUREAU.

Formed in June, 1917, at the request of the War Department for the purpose of supplying lumber and lumber-mill products to such Government jobs as might be designated by the Lumber Cooperative Committee of the Council of National Defense. Any manufacturer of lumber or owner of lumber stock in Wisconsin and northern Michigan was eligible for membership in the organization, the prime purpose of which was to mobilize the resources of the sawmills of this territory so that Government requisitions might be filled with promptness and upon a large scale. The bulk of the shipments were made to cantonments in Illinois and Michigan. In November, 1917, it joined with the Michigan Hardwood Manufacturers Emergency Bureau in forming the Northern Hardwood Emergency Bureau, of which C. A. Bigelow was president. Edward Hines, executive chairman.

NORTHWESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created June 11, 1918, by a division of what had previously been known as the Western Region. This region included most of the mileage running west and northwest of Chicago and Kansas City to the Pacific coast, traversing northern Illinois, Wisconsin, Minnesota, northern Iowa, northern Nebraska, North and South Dakota, Wyoming, Montana, Oregon, and Washington. The principal lines included were the following: Chicago & Northwestern; Chicago, Milwaukee & St. Paul; the Chicago Great Western; the Great Northern; the Minneapolis & St. Louis; the Northern Pacific; the Minneapolis, St. Paul & Sault Ste. Marie; the Oregon-Washington Railroad & Navigation Co.; and the Southern Pacific lines north of Ashland, Oreg. The roads reaching the Pacific coast in the western part of the region were grouped in the Puget Sound subdistrict. The regional director was R. H. Aishton, president of the Chicago & Northwestern, with headquarters at Chicago. Reporting to the regional director were managers of certain special kinds of traffic, among the most important of which was the manager of ore, coal, and grain traffic located at Duluth, Minn. The North Pacific Export Committee also reported to Mr. Aishton.

NURSING, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

With M. Adelaide Nutting, chairman, it made plans for enlisting 25,000 student nurses for the United States Student Nurse Reserve. It cooperated with the State committees on nursing and the Committee on Public Health Nursing, and the Division of Home Nursing of the Committee on Labor, Council of National Defense.

NURSING, ARMY SCHOOL OF; HOSPITAL DIVISION, SURGEON GENERAL'S OFFICE.

Created May 25, 1918. From the time of its creation to December 1, 1918, the school was subordinate to the Hospital Division of the Surgeon General's Office, after which date it reported to the Personnel Division. Its function was the immediate improvement of

the nursing care of the sick in the military hospitals, and the providing for an adequate expansion of skilled nursing service. Subordinate to the Army School of Nursing were the training school units at the various military hospitals. On November 11, 1918, there were approximately 1,160 students in 24 hospitals. Annie W. Goodrich was dean of the school.

NURSING SERVICE, AMERICAN NATIONAL RED CROSS.

Authorized in 1911 by presidential proclamation. This service recruits and assigns enrolled Red Cross nurses to the military establishment and to the Navy Department. It functioned through the following bureaus: Enrollment, Field Nursing, Public Health Nursing, Nurses' Aids and Instruction, Dietitian Service. Miss Jane A. Delano, director general.

OAT MILLERS, NATIONAL ASSOCIATION OF; WAR EMERGENCY COMMITTEE.

Appointed October 3, 1917, at a conference of oat products manufacturers with the United States Food Administration. The function of the committee was to prohibit speculation and assist in reducing the price of rolled oats. John H. Douglas, chairman.

OCEAN ADVISORY COMMITTEE ON JUST COMPENSATION, UNITED STATES SHIPPING BOARD.

Appointed by the United States Shipping Board on April 1, 1918, to act as permanent machinery for determining just compensation to be paid in accordance with the urgent deficiencies appropriation act of June 15, 1917, for vessels requisitioned or lost while in the national service. It was purely advisory in function, held hearings at which owners could present their claims, and made recommendations which served as a basis for United States Shipping Board awards. Up to the close of 1918 the committee had reported on claims totaling $51,381,396, of which the aggregate sums designated as just compensation amounted to $36,818,210. Prior to its establishment the Great Lakes Advisory Committee had exercised corresponding functions with regard to some thirty-two vessels on the Great Lakes. The committee was also known as the Advisory Board of Just Compensation and consisted of four members with Judge William W. Cohen as chairman.

OFFICE EQUIPMENT AND SUNDRIES BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Organized July 17, 1918, to have supervision over the procurement of office equipment and sundries. The branch was transferred to the General Supplies Division October 28, 1918, upon the organization of Purchase and Storage. Maj. G. H. Richards, chief.

OFFICE AND PROGRESS SECTION, SHIPYARD PLANTS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Progress Section, Shipyard Plants Division, United States Shipping Board Emergency Fleet Corporation.*

OFFICE SERVICE BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, and abolished October 28, 1918, when the Administrative Division was transferred to Purchase and Storage. F. M. Cunley, F. B. Whitehead, Lieut. S. D. Clough served successively as chief

OFFICERS' SCHOOLS, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

See *Navigation and Engineering Schools, Recruiting Service, United States Shipping Board.*

OFFICIAL U. S. BULLETIN.

A daily newspaper published by the Committee on Public Information (price $5 per year), beginning May 10, 1917, "to assure the full and legal printing of the official announcements of Government heads in connection with Government business." It contains the texts of most of the orders and rulings of the war boards, lists of contracts, casualties, departmental reports, and other public documents. It was issued as Official Bulletin until August 17, 1918, when the letters "U. S." were inserted in the title. Since April 1, 1919, it was published as a private enterprise by Roger W. Babson.

OHIO SANDSTONE INDUSTRY WAR SERVICE COMMITTEE.

Organized November 17, 1917, at a meeting of producers of sandstone of the State of Ohio. The committee was in touch with the War Industries Board and the United States Fuel Administration, but was disbanded in the fall of 1918 to join a district group of a general war service committee which was organized to represent the entire building-stone industry of the United States. W. A. C. Smith, chairman.

OIL BRANCH, RAW MATERIALS DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, and changed to Oil and Paints Branch October 28, 1918. This branch had charge of the procurement of all gasoline, kerosene, lubricating oil, greases, paints, and varnishes for the Army. It reported to the Fuel and Forage Division until October 28, 1918. On February 6, 1919, the Oil and Paints Branch was divided into Oil Branch and Paints Branch. U. G. Lyons, chief.

OIL, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Formed in April, 1917, by B. M. Baruch, chairman of the Committee on Raw Materials, Metals, and Minerals. The committee took up the question of procurement of oil and oil products for the use of the Army and Navy. When the cooperative committees of the council were dissolved, the committee was reorganized as the Petroleum War Service Committee. A. C. Bedford, chairman.

OIL DIRECTOR, FEDERAL, FOR PACIFIC COAST; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created March 1, 1918. The director represented the Oil Division and was the point of contact with the petroleum and natural gas industries on the Pacific coast. D. M. Folsom, director.

OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This division was created by Dr. H. A. Garfield, United States Fuel Administrator, January 10, 1918, to handle all oil matters for the Fuel Administration. Mark L. Requa, of California, was named as general director. The activities of the Oil Division were concerned with the stimulation of the production of crude petroleum and its products, production and conservation of natural gas, equitable distribution of refined products, increase and improvement of transportation facilities, provision for an ample supply of petroleum products for the use of Army, Navy, United States Shipping Board, and for the allies, the prevention of unfair and improper trade practices, and assistance to the industry in its work of organizing to help win the war. The matter of price fixing was never taken up, although a decided influence was exerted to stabilize and to make prices equitable. The work of the Oil Division was divided into the Bureaus of Oil Well Supplies, Production, Pipe Lines, Technology, Traffic and Transportation, Lubricants and Foreign Requirements, Domestic Consumption, Prices and Licenses, Conservation, Natural Gas, Marine Transportation, Statistics, Engineering, Refining, and Special Assignments. A Federal oil director took care of oil matters for the Pacific coast. The division worked in cooperation with the National Petroleum War Service Committee and its various advisory and subcommittees.

See *Inter-Allied Petroleum Council.*

OIL CONSERVATION, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau had charge of the conservation of petroleum and its products, and natural gas. All producers were required to stop waste in the field and refineries, to stop leaks, and to reduce their running loss. Consumers of these products were requested to conserve and were instructed in the most efficient and economical methods of use. W. Champlin Robinson, director.

OIL REFINERS AND LARD SUBSTITUTES WAR SERVICE COMMITTEE.

Organized August 10, 1918, by the Cottonseed Oil Section of the United States Food Administration, to represent the cottonseed oil refiners and manufacturers of lard substitutes. J. H. Dubose, chairman.

OIL STORAGE EQUIPMENT WAR SERVICE COMMITTEE.

Organized August 20, 1918, to represent the industry with the Priorities Committee of the War Industries Board and the Oil Division of the United States Fuel Administration. The committee cooperated with the National Petroleum War Service Committee. The committee adopted plans for conservation of material and provided storage facilities for aviation fields, motor truck bases, and Army cantonments both in the United States and the American Expeditionary Forces. C. C. Ramsdell, chairman.

OIL STOVE MANUFACTURERS' WAR SERVICE COMMITTEE.

This committee was organized on August 8, 1918, at the request of the Priorities Committee of the War Industries Board. It co-

operated with both the Priorities and Conservation Divisions of the War Industries Board in matters pertaining to curtailment of production, the conservation of steel, brass, copper, and other metals, and agreed with the Conservation Division on a reduction of sizes and styles amounting to approximately 73 per cent. F. W. Ramsey, chairman.

OIL WELL SUPPLIES, ADVISORY COMMITTEE ON; NATIONAL PETROLEUM WAR SERVICE COMMITTEE.

Organized February 5, 1918, by Mark L. Requa, general director, Oil Division, United States Fuel Administration. The organization was completed March 5, and the committee cooperated with the National Petroleum War Service Committee. The purpose was to coordinate manufacturers and distributors of oil-well supplies, to insure manufacture of sufficient supplies, to distribute supplies properly, and so see that producers were not charged exorbitant prices for material. The last meeting of the committee was held at Atlantic City, N. J., December 5, 1918, when all restrictions and regulations for the industry were withdrawn. J. H. Barr, chairman.

See *Oil Well Supplies, Bureau of; Oil Division, United States Fuel Administration.*

OIL WELL SUPPLIES, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created in March, 1918, by the Oil Division to take care of all matters pertaining to the production of oil-well supplies and the distribution of these to the various fields. It made provision for raw materials in cooperation with the War Industries Board. Field supervisors were appointed in the various producing districts to act in cooperation with manufacturers, jobbers, and consumers of oil-well supplies. The bureau cooperated with the Advisory Committee on Oil Well Supplies of the National Petroleum War Service Committee. George E. Day, director.

OILS AND OIL SEEDS ASSOCIATION OF AMERICA (INC.).

Created in December, 1917, to act as consignee for the Bureau of Imports of the War Trade Board of all importations of palm oil and palm kernel oil.

OPEN PURCHASE SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section of the Purchase Division which has jurisdiction over the purchase of naval supplies made by purchasing officers at the various navy yards and naval stations. J. H. Hollinger, chief.

OPERATING COMMITTEE, GENERAL; EASTERN RAILROADS POOL.

Organized November 26, 1917. Immediately after the organization of the Eastern Railroads Pool the operating officers of the principal eastern lines met and created what was known as a General Operating Committee. This committee was composed of seven members, executives of the principal eastern roads. The first meeting was held

at Pittsburgh on November 28, and orders were at once issued to the effect that freight from Chicago and St. Louis and points west thereof, eastbound, and from Boston, New York, Philadelphia, and Baltimore westbound, passing through the Pittsburgh gateway, should be embargoed and directed to lines north and south; also that the movement of freight traffic on fast or reduced tonnage rating should be suspended in order to conserve power and transportation equipment. Much of the work of the General Committee was carried on through subcommittees. A subcommittee was organized to meet at Cumberland, Md., to conduct the work of the General Committee on lines east of Pittsburgh and Parkersburg. Subcommittees were also appointed at the principal cities of the territory included within the pool whose duties were to investigate and report concerning transportation conditions within their respective territories, to assist in carrying out the orders of the General Operating Committee, and to make suggestions and recommendations for the betterment of traffic conditions. A. W. Thompson, president of the Baltimore & Ohio, served as chairman of the General Operating Committee.

OPERATING DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

Organized in June, 1918, to equip and operate the completed projects of the United States Housing Corporation. It drew up specifications for simple and substantial furniture, and standardized equipment for each type of building. A town manager was appointed by the division to operate the project. His duties were to see that houses were occupied by tenants who were essential to the war program, to collect rents, keep the property in repair, and manage the Government hotels, cafeterias, and dormitories. In addition, since the aim of the corporation was to have the projects serve as a model for peace-time industrial communities, the town manager helped to organize community clubs, to establish facilities for recreation and education, infant welfare stations, a visiting nurse, and other civic and welfare services. Allan Robinson, manager, until February 1, 1919; succeeded by Willard Howe.

OPERATING DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the chief of the Motor Transport Corps, dated August 30, 1918. It was responsible for the execution of all assignments of vehicles belonging to the Motor Transport Corps ordered by the Executive Division, and for the care of all vehicles until otherwise disposed of by the Executive Division, with the exception of those transferred to the Maintenance Division for repair. With the exception of shops and repair units, all Motor Transport Corps units were under the control of the Operating Division. It was also responsible for the organization and operation of the motor convoy service and for the preparation of regulations concerning the traffic and transportation service. It functioned through the following branches: Motor Convoy Service; Operation and Supervision; Assignment and Transfer of M. T. C. Vehicles; and Requisition. Lieut. Col. W. D. Uhler, chief.

OPERATING DIVISION, QUARTERMASTER GENERAL.

Organized August 15, 1918, to supersede the Depot Division, taking over the same duties. It functioned through the following branches: Stock Records, Overseas Distribution, Domestic Distribution, Depot Service, Administrative. The division was abolished November 1, 1918, and its duties were transferred to the Domestic Operations Division, Director of Storage, Purchase and Storage. L. M. Nicolson, chief.

OPERATING SECTION, SUPPLY DIVISION, ORDNANCE DEPARTMENT.

The Operating Section had direct authority over all storehouses under the control of the Supply Division. It also maintained touch with ordnance depots at ports of embarkation on all matters not affecting the policy of the ports, and followed up shipments made under the jurisdiction of the Supply Division. It functioned through the Executive, Storage Operating, Real Estate, and Transportation Branches. The Transportation Branch was responsible for studying transportation conditions as they affected the Supply Division. It determined priority of shipment of ordnance supplies in cases of traffic congestion, subject to general instructions from the chief of the division. The Storage Operating Branch had direct authority over all storehouses immediately controlled by the Supply Division. Under the jurisdiction of the branch were the General Supply Ordnance Depots, which included the reserve depots, the district depots, and pier space. The reserve depots were located both in the interior and at Atlantic ports to accumulate stores shipped from manufacturers in the immediate vicinity. The district depots were in most cases at arsenals, and were for the distribution of supplies to troops in the surrounding territory. There was also pier space at the Atlantic ports which was used for the storage of ordnance material required for shipment overseas. The storehouses at the thirty-six large Army cantonments were not under the jurisdiction of the general supply ordnance depots. The chief of the Operating Section was Lieut. Col. J. C. Heckman, who was succeeded by Lieut. Col. C. I. DeWitt.

OPERATING METHODS BRANCH, PERSONAL AND PLANNING STAFF, QUARTERMASTER GENERAL.

Established January 26, 1918, for the purpose of preparing plans and orders for the efficient handling of the several operating divisions of the Office of the Quartermaster General. Abolished upon the reorganization of the Office of the Quartermaster General, April 16, 1918.

OPERATING PERSONNEL BRANCH, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Created January 26, 1918, to cooperate with the General Administration Bureau and Personal and Planning Staff. It had charge of wages, labor, and employment in Government and privately owned plants. It was abolished April 16, 1918.

OPERATING STATISTICS SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Began its activities on May 6, 1918, though its creation was not formally announced until June 11. It supervised the making of reports and the compilation of statistics pertaining to the maintenance and operation of all railroads under Federal control. Besides securing reports and statistics from the railroads under Federal control, the section submitted to the Director General such data concerning railroad operations as he required from time to time. One important achievement of the section was the standardizing of railway operating statistics. W. J. Cunningham, manager.

OPERATION, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

The organization of the Division of Transportation was announced on February 9, 1918. On June 11, 1918, the name was changed to that of Division of Operation. The Division of Operation was by reason of the nature of its functions one of the most important units of the United States Railroad Administration, its task being to control and to coordinate the operating activities of all railroads and water carriers under the Director General. It was the task of the division to expedite the movement of freight, especially food, fuel, munitions, and Government supplies, to arrange for the transportation of troops, and to clear up the congestion which existed in certain areas when the railroads were taken over. In order to accomplish this end radical changes in the operating organization of the roads were put into effect, and new technical methods were employed to secure greater efficiency in the movement of freight. So far as railroad operation was concerned, a very large part of the work of the division was carried on through the regional directors, who acted as intermediaries between the Division of Operation of the Central Administration and the operating departments of the various roads. The following enumeration of the organizations subordinate to the Division of Operation will indicate the variety and nature of its functions. These organizations, established on different dates, did not all exist simultaneously, but at one time or another each functioned under the director of the division, and were as follows: Car Service Section, Mechanical Department, Committee on Standards, Inspection and Test Section, Safety Section, Fuel Conservation Section, Telegraph Section, Troop Movement Section, Operating Statistics Section, Marine Section, Committees on Freight Traffic Control, Locomotive Section, Car Repair Section, Pullman Car Lines, Coastwise Steamship Lines, Secret Service and Police Section, Committee on Health and Medical Relief, and the Engineering and Maintenance Department. Carl R. Gray was director until January 15, 1919, when he was succeeded by W. T. Tyler.

OPERATIONS, COMMITTEE OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION (1917).

See *Division of Operations, U. S. Shipping Board Emergency Fleet Corporation*, and *Transportation Committee, U. S. Shipping Board Emergency Fleet Corporation.*

OPERATIONS, COMMITTEE OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

A committee of the trustees of the Emergency Fleet Corporation created September 28, 1918, to exercise all the powers of the trustees regarding the operation and management of ships, and to act on matters affecting the Division of Operations. It was, in effect, the United States Shipping Board acting as a committee of trustees of the corporation in control of operative matters.

OPERATIONS, DIVISION OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

On September 29, 1917, the trustees of the Emergency Fleet Corporation created this division to carry on the work of ship operation which had grown beyond the capacity of the Emergency Fleet Corporation Committee of Operations, originally known as the Transportation Committee. It was under the direction of E. F. Carry, who was also appointed director of operations of the United States Shipping Board, December 6, 1917; and though the division was legally a part of the Emergency Fleet Corporation, it was subject at all times to the supervision and direction of the United States Shipping Board. The duties of the division comprised the general administration of the requisition program as follows: The operation of requisitioned ships with discretion to man, equip, and operate either directly or through managing and operating agencies; the administration of the act to admit foreign vessels to American coastwise trade; the control of freight rates; repairs and physical upkeep; the carrying out of the recommendations of the Ship Protection Committee; the allocation of Shipping Board vessels to cargoes and trade routes; and the financial and business arrangement with owners and operating agencies. In February, 1918, the Shipping Control Committee took over the duty of allocating vessels to cargoes and routes, but ceased to function January 1, 1919, and returned that part of its duties to the Operations Division. The division functioned during the war under an administrative organization composed of an office in San Francisco, agencies in Boston, New York, and less important ports, a Marine Superintendent's Office, Chartering and Insurance Committees, and the following departments named, respectively, Assignments, Contracts and Charters, Forest Products, Great Lakes, Maritime Intelligence, Sailing Vessels, Traffic, Tanker, and Tug and Lighter. During the early part of 1919, and because of the cessation of hostilities, the division was reorganized for peacetime performance, and many of these departments and offices were abolished or transformed in name and function. The work of the division demanded cooperation with such other units of the Shipping Board as the Recruiting Service, Shipping Control Committee, Marine and Dock Industrial Relations Division, Board of Survey and Consulting Engineers, and Insurance Division. E. F. Carry was director of operations until August 3, 1918, when he was succeeded by C. W. Cook as acting director, and later by J. H. Rosseter as director.

OPERATIONS SECTION, HISTORICAL BRANCH, GENERAL STAFF.

Engaged in collecting, in Washington and at General Headquarters, American Expeditionary Forces (as Historical Subsection, Office

of the Chief of Staff), data upon the military operations of the American forces in the war of 1917. Maj. Robert M. Johnston, in charge, succeeded February 1, 1919, by Brig. Gen. O. L. Spaulding.

OPTICAL INDUSTRY WAR SERVICE COMMITTEE.

Created July 2, 1918, as an executive committee to have charge of the optical industry in its relations to Government departments. The committee was divided into six groups, each member of the committee being head of a subcommittee. The groups were Optical Raw Glass Materials; Optical Machinery; Spectacle Lenses; Spectacle and Eye Glass Frames; Goggles and Head Protection Devices; Optical Instruments. The activities of the committee were along lines of conservation except in the cases of optical instruments, where production was speeded up. This work was done in cooperation with the Military Optical Glass and Instrument Section of the War Industries Board. Frederick Willson, chairman.

OPTICIANS, WHOLESALE; WAR SERVICE COMMITTEE.

Organized by the American Association of Wholesale Opticians in June, 1918. The committee acted in an advisory way to the War Service Committee of the Optical Industry, which dealt directly with Government departments. A. Reed McIntire, chairman.

ORDNANCE, BUREAU OF; NAVY DEPARTMENT.

The Bureau of Ordnance, as a subdivision of the Navy Department, was established in 1842. It was the duty of this bureau to obtain, either by manufacture or by purchase, and to distribute naval ordnance material of all kinds, including guns, torpedoes, mines, armor, ammunition, range-finding apparatus, etc. It was also within its province to provide for the upkeep, repair, and operation of torpedo stations, ordnance plants, naval proving grounds, and ammunition and mine depots. It also supervised the installation of ordnance material repair ships, along with the machinery, etc., required for its operation. Functioning under the bureau were the following divisions: Executive and Administrative; Technical; Invention, Research, and Trials; Civil; Industrial; and Yards, Plants, and Stations. Rear Admiral Ralph Earle, chief.

ORDNANCE DEPARTMENT.

Created to handle the supply of artillery, small arms, and munitions of all sorts required by the military establishment, as well as a great variety of equipment of other kinds. This work includes the determination of general principles of construction, the supervision of design, and the prescribing of regulations for proof and inspection, and for maintaining standards of quality. During the war facilities for the manufacture of munitions had to be provided, new designs and specifications prepared, and an organization developed capable of producing this material with the greatest possible expedition. Frequent changes in the organization of the department were necessary to meet the increasing requirements of the situation. At the beginning of the war there were five subdivisions, which were more or less independent organizations. Each of these divisions had

charge of a certain class of equipment, as in the case of the Gun, Carriage, and Small Arms and Equipment Divisions. In May, 1917, a reorganization was effected and the number of divisions increased to ten. On January 14, 1918, there was another reorganization, and the principal business functions of the department, as distinguished from design and other technical work, were assigned to four newly created operating divisions: Procurement, Production, Inspection, and Supply. The following divisions were also established: Administration, Estimates and Requirements, Engineering, and Nitrate. There was also a Director of Arsenals. New divisions were added later, and in November 20, 1918, the department included the following, in addition to those which have already been mentioned: Artillery, Ammunition, Metal Components, Small Arms, Motor, Explosives and Loading, and Trench Warfare. The country was divided into 11 districts, each of which was in charge of a district chief, who was responsible to the Chief of Ordnance. It was the duty of the district chiefs to assist in the general control, administration, and supervision of the field work of the Ordnance Department, which involved the activities of the various plants throughout the country. The appointment of district chiefs represented the inauguration of a policy of decentralization by which it was sought to render more efficient the supervision of the Chief of Ordnance over the various agencies at work in the field. In addition to the central organization which has been described, the Chief of Ordnance had under his control the arsenals and armories throughout the country; 36 field depots, the function of which was to supply ordnance material to the various cantonments; general supply ordnance depots; manufacturing plants; proving grounds; and ordnance schools. Maj. Gen. William Crozier was Chief of Ordnance from the outbreak of war until July 13, 1918, though he did not actually perform the duties of the office after December 20, 1917. Brig. Gen. Charles B. Wheeler was acting Chief of Ordnance from December 20, 1917, to April 11, 1918; Brig. Gen. W. S. Pierce, from April 11 to May 3, 1918, and Brig. Gen. C. C. Williams, from May 3 to July 13, 1918. On July 13, Brig. Gen. Williams, having been made major general, was named Chief of Ordnance.

ORDNANCE DEPOTS, GENERAL SUPPLY.

See *Operation Section, Supply Division, Ordnance Department.*

ORDNANCE SUBDIVISION, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created October 28, 1918, to control the supply of small arms, machine guns, ammunition, personal equipment, horse equipment, harness, target material, and standard ordnance tools for the Army. It functioned through Small Arms and Ammunition Branch, and Personal and Horse Equipment Branch. Capt. L. C. Gysart, chief.

ORDNANCE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established January 20, 1919. This subdivision filled all requisitions for ordnance supplies required by the American Expeditionary

Forces, arranging the details of shipment from the interior to ports of embarkation, and tracing shipments to prevent delay. Lieut. V. B. Rohl, chief.

ORDNANCE, AVIATION, AND SUBMARINE BASE SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

This section was in charge of the design and construction of all shore facilities used in connection with ordnance, aviation, submarine bases, and destroyer bases. Commander Kirby Smith, chief.

ORDNANCE BASE DEPOT BRANCH, AMERICAN; GENERAL CONTROL SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

When the American Ordnance Base Depot in France was abolished and its functions and personnel were taken over by the Supply Division of the Ordnance Department, the purchasing functions of the former were automatically taken over by the Procurement Division. The American Ordnance Base Depot Branch of the Procurement Division was accordingly established on March 29, 1918. Capt. Isaac N. Jones served as head of the branch from March 29 to September 16, 1918, when he was succeeded by Capt. J. T. L. Donovan.

ORDNANCE BASE DEPOT SECTION, AMERICAN SUPPLY DIVISION, ORDNANCE DEPARTMENT.

The American Base Depot in France was on March 6, 1918, transferred to the Supply Division, with all its functions and personnel. Its duty was to be responsible for the completion of plans and projects incidental to the equipment and operation in France of repair and reloading shops and the storing of ordnance and ammunition supplies. Col. C. M. King was chief of section until February, 1918, when he was succeeded by Lieut. Col. A. W. Marsh. The latter was followed on May 6, 1918, by Lieut. Col. A. LaMar.

ORDNANCE PRIORITY COMMITTEE, ORDNANCE DEPARTMENT.

This committee, consisting of three officers and one civilian, was organized to handle priority matters relating to the Ordnance Department in connection with the Purchase, Storage and Traffic Division. On October 8, 1918, the name was changed to Ordnance Special Service Section. On October 26, 1918, the section was reorganized and the name changed to Ordnance Special Service Committee. This committee was dissolved December 26, 1918. Col. G. H. Stewart, chairman.

ORDNANCE, ARMS, AND AMMUNITION SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created June 1, 1918. It assisted in development of resources for production of material designated in title, and coordinated requirements of Army, Navy, Emergency Fleet Corporation, and allied governments to avoid conflict in production recommendations. Samuel P. Bush, chief.

ORDNANCE SALVAGE BOARD, ORDNANCE DEPARTMENT.

The Ordnance Salvage Board was created November 19, 1918, to have charge of the disposition, by sale or storage, of all manufactur-

ing materials, equipment, and buildings which were the property of the United States or became its property as the result of the termination of contracts made by the Ordnance Department. Brig. Gen. C. C. Jamieson was chairman of the board until December 24, 1918, when he was relieved by Col. Charles H. Tenny.

ORDNANCE SPECIAL SERVICE SECTION.

See *Ordnance Priority Committee, Ordnance Department.*

ORDNANCE AND ORDNANCE STORES SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established in January, 1919, for the purpose of supervising the sale of surplus supplies of ordnance material, including artillery, guns, powder, explosives, etc. Maj. P. H. Senior, chief.

ORGANIZATION COMMITTEES, STATE; UNITED STATES EMPLOYMENT SERVICE.

Organized in each State according to instructions issued by the Director General of the United States Employment Service on July 17, 1918. The committees were composed of three members, the State director of the United States Public Service Reserve, one representative of labor appointed by the State Federation of Labor, and one representative of management appointed through the cooperation of representative organizations of employers. It was the function of these committees to inaugurate community labor boards and State advisory boards.

ORGANIZATION AND INFORMATION SECTION, FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Organized October 1, 1918. It had charge of general planning for the Field Division and the advising of State councils as to organization methods and the manner of carrying on their work. Elliott S. Smith, head of section.

OUTING FLANNEL WAR SERVICE COMMITTEE.

Organized by the Cotton Goods Section of the War Industries Board for the purpose of representing the industry in the distribution of contracts and the manufacture in their mills of Government requirements. A. J. Cummock, chairman.

OVERSEAS DISTRIBUTION BRANCH, OPERATING DIVISION, QUARTERMASTER GENERAL.

Created August 15, 1918, to take charge of all matters connected with the shipment of supplies to the American Expeditionary Forces and to control the supplies at army reserve depots and ports of embarkation. It was abolished November 1, 1918, and its duties transferred to the Overseas Distribution Division, Director of Storage. Maj. John Tyssowski, chief.

OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established October 28, 1918, under Lieut. Col. John Tyssowski. It was the function of the Overseas Distribution Division to handle

the filling of requisitions for supplies from the American Expeditionary Forces. It arranged the details involved in the shipment of these supplies from the interior to ports of embarkation, designated the ports of embarkation, and traced shipments thereto. It also had charge of receiving, routing, and following up all cable messages pertaining to requisitions from overseas. The division functioned through the following subdivisions: Quartermaster, Medical, Engineers, Signal, Ordnance, Administrative, and Motors.

OVERSEAS SUBSISTENCE BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized January 26, 1918. The branch had special charge of subsistence sent to the American Expeditionary Forces. It was abolished October 28, 1918. Capt. J. H. Adams, Capt. Tutter, Capt. Patrick McDonald successively acted as head of this branch.

OXYGEN GAS WAR SERVICE COMMITTEE.

Organized November 11, 1918, by the Gas Products Association to represent the industry at the Atlantic City Convention. The industry had cooperated with the Ordnance Department, establishing an emergency bureau to give information to manufacturers and to allocate the supply of oxygen to munition factories. Sale of oxygen was discontinued to all except plants having Government contracts. The producer cooperated with the chemical section of the War Industries Board in increasing production. A. J. Russell, chairman.

PACKERS' COMMITTEE, UNITED STATES FOOD ADMINISTRATION.

Appointed in September, 1917, at the request of the United States Food Administration to represent the packing industry. The committee met September 12, 1917, and accepted licensing of the industry and the limitation of excess profits. It determined the price of hogs in 1918, in order to steady the market and prevent excess profits. Thomas E. Wilson, chairman.

PACKING CONTAINER SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

This section was originally established about October 1, 1917, as the Packing Container Branch of the Purchase Section of the Gun Division, but became subordinate to the Procurement Division in January, 1918. It had supervision of negotiations with reference to the purchase of packing containers of all kinds, wooden, tin, fiber, etc. It did not, however, handle the purchase of raw materials for these packing containers if separately purchased in bulk. The containers referred to included boxes for explosives, small arms, etc., corrugated paper packing for trench warfare material, fiber containers for cartridge cases, and tin boxes for fuzes, primers, etc. Maj. H. J. Welsh, section head.

PACKING HOUSE PRODUCTS BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created July 3, 1918. The branch supervised all matters pertaining to the production, procurement and inspection of packing-house products.

PACKING SERVICE BRANCH, SERVICE SUBDIVISION, DOMESTIC OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created November 11, 1918, for the purpose of collaboration with the General Staff for determining standard specifications and methods of boxing, baling, crating, packing, and marking, together with the necessary inspection for their enforcement. Capt. H. R. Moody, chief.

PACKING SERVICE SECTION, INSPECTION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized August 24, 1918. This section made sure that boxes in which subsistence was packed complied with specifications and were correctly marked. It acted as liaison with the Packing Service Branch of the Domestic Operations Division. Lieut. C. R. Housum, chief.

PAINTS BRANCH, RAW MATERIALS DIVISION, QUARTERMASTER GENERAL.

See *Oil Branch, Raw Materials Division, Quartermaster General.*

PAINT MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized by War Industries Board August 7, 1917. The committee provided Government departments with specifications for paints and worked with the Commercial Economy Board in its program of conservation. The committee severed its connection with the War Industries Board on October 16, 1917, and was reorganized January 5, 1918, as a war service committee of the paint manufacturers with the same personnel and functions. Thomas Neal, chairman.

PAINT AND PIGMENT SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Organized May 6, 1918. The section, working with seven war service committees, found that an arrangement of paint specifications would bring about the conservation of lead, linseed oil, and chromes, of which there seemed to be a prospective short supply. The section advocated to the War Trade Board the issuance of an order reducing importation of shellac from Calcutta. It then allocated four-fifths of the importation and assumed control of its sale and distribution. The section on August 21, 1918, assumed joint control with the United States Food Administration, where the original control lay, of linseed oil and flaxseed. The section found no threatened shortage of turpentine or rosin. It was discontinued December 21, 1918. Russell S. Hubbard, chief, succeeded September 23, 1918, by L. R. Atwood.

PAINT, VARNISH, AND ALLIED INDUSTRIES WAR CONFERENCE COMMITTEE.

Organized August 29, 1918, by the Paint and Pigment Section of the War Industries Board as a joint working committee composed of two representatives each of the paint, varnish, oil, and allied industries. This committee was formed for convenience in handling the problems that affected these allied trades. W. H. Phillips, chairman.

PAN AMERICAN UNION.

This union, established by international agreement in 1890, is the official international organization of the American Republics. It is controlled by a governing board, composed of the Secretary of State and the Latin-American diplomatic representatives. During the war it was engaged in the dissemination of correct information among all the American Republics regarding the participation in the war of American countries and in the promotion of such commercial and economic relations among the American nations as was for their best interests. John Barrett, director general.

PAPER BAG MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized June 13, 1918, to represent the paper bag manufacturers in their relations with governmental agencies. The committee cooperated with the Pulp and Paper Division of the War Industries Board in its conservation program and assisted the industry in producing paper bags to take the place of tin, iron, cotton, wooden and fiber containers, glass jars and bottles. M. B. Wallace, chairman.

PAPER BOX WAR SERVICE COMMITTEE.

Organized by the National Federation of Paper Box Manufacturers' Associations to represent the industry before the Pulp and Paper Section of the War Industries Board. E. P. Franke, chairman.

PAPER ECONOMIES SECTION, PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, to encourage economy in the use of paper by all consumers, governmental as well as private, and to educate the public regarding the importance and necessity for salvaging and reclaiming waste paper. Suggestions such as revision of mailing lists, reduction of publicity matter, of size of letter heads, and of weight in paper, single spacing of typewritten letters, care in use of envelopes, mimeograph, and carbon papers brought about a saving of over 25 per cent in tonnage of paper used. The section was discontinued December 31, 1918. Isaac H. Blanchard, chief.

PAPER MAKERS' FELTS WAR SERVICE COMMITTEE.

Organized August 27, 1918, at the request of the Felt Section, War Industries Board, to represent the manufacturers of paper makers' felt. F. J. Harwood, chairman.

PAPERBOARD MANUFACTURERS' ASSOCIATION, EASTERN.

In cooperation with the Box Board Manufacturers' Association of the West the Paperboard Manufacturers' Association maintained throughout the war a Washington office to assist the Government in packing containers and to help offset the shortage of wood boxes. W. J. Alford, chairman.

PARIS OFFICE, UNITED STATES SHIPPING BOARD.

The Paris office was established in the latter part of 1918, at the time when E. N. Hurley, chairman of the United States Shipping

Board, was on his European mission. It functioned as a medium through which the United States Shipping Board maintained relations with the Supreme Economic Council, and was directed by H. M. Robinson and George Rublee.

PASSENGER TRAFFIC COMMITTEES, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

Three passenger traffic committees were appointed, an Eastern, Southern, and Western, to have charge of matters relating to passenger traffic in official, southern, and western classification territories. The three committees named were appointed on April 23, April 25, and May 1, 1918, respectively, with headquarters at New York, Atlanta, and Chicago. C. M. Burt became chairman of the Eastern, W. J. Craig of the Southern, and P. S. Eustis of the Western Passenger Traffic Committee.

PASSENGER TRANSPORTATION DEPARTMENT, PASSENGER TRANSPORTATION AND HOUSING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created upon the organization of the Passenger Transportation and Housing Division on May 7, 1918, to take charge of transportation for shipyard workers to and from the plants. Authority over transportation facilities was vested in the President by act of Congress of April 22, 1918, and transferred by him to the Emergency Fleet Corporation on June 18, 1918. Where construction of additional facilities was necessary, contracts were made whereby the Emergency Fleet Corporation lent the funds to the local company who did the work, the local company agreeing to pay five per cent on the full cost during the war, and to make a repayment in five equal annual installments, limited in nearly every case to a minimum of 75 per cent of the amount advanced. The Emergency Fleet Corporation was to retain title to all rolling stock and have any further security necessary to protect its interests until payment was made. Garrett T. Seely and Charles B. Cooke, jr., successively served as assistant manager.

PASSENGER TRANSPORTATION AND HOUSING, DIVISION OF; UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created on May 7, 1918, by a consolidation of the Housing Department of the General Service Section and the Passenger Transportation Service Section, to take charge of shipyard housing and transportation. The shipyard housing bill, which was passed March 2, 1918, appropriated $50,000,000 for housing, the amount later being increased to $75,000,000 and an additional $20,000,000 being appropriated for transportation facilities on July 1. It was decided that since it was contrary to American spirit for the Government to assume the rôle of landlord, the Emergency Fleet Corporation should become mortgagee or banker, lending Government funds on sound security and reserving the power to control rentals, sales, and management of projects during the war. Wherever possible, existing housing in the vicinity of a congested district was utilized by extending and improving transportation, $9,620,288 having been spent for that purpose by October 1, 1918. By the same date housing for 28,190

shipyard workers had been provided at 25 plants, at a cost of $64,802,845, the buildings including apartments, dormitories, houses, cafeterias, mess halls, boarding houses, and tents. The major part of the activities of the division were in connection with shipyards on the Atlantic coast. The solution of the problem was to a greater extent possible through increased transportation facilities and through the activities of private capital. A. Merritt Taylor and J. Willison Smith successively served as director.

PASSENGER TRANSPORTATION SERVICE SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created April 3, 1918, to take charge of transportation for workers to and from shipyards. The improvement and extension of transportation facilities was in many cases sufficient to relieve housing congestion. On May 7, 1918, this section was consolidated with the Housing Department of the Division of General Service to form the Division of Passenger Transportation and Housing. A. Merritt Taylor, director.

PATENT BOARD, ARMY AND NAVY.

Formally organized February 5, 1918. It was appointed at the request of the Federal Trade Commission, to which the President had entrusted the administration of that portion of the trading with the enemy act relating to the withholding of publication of such American patents as might give aid to the enemy. It included members representing the Army and Navy. Prior to the passage of the trading with the enemy act the Commissioner of Patents had, on June 9, 1917, withheld publication of such patents upon his own discretion. The Enemy Trade Division was created in the Federal Trade Commission to administer such patent cases, subject to the expert opinion provided by this board. The Inventions Section, General Staff, created in April, 1918, took over the preliminary examination of patents with reference to propriety of publications. Paul A. Blair, chairman.

PATENT OFFICE, DEPARTMENT OF THE INTERIOR.

This office, under the Commissioner of Patents, is charged with the administration of the patent laws and the supervision of all matters relating to the granting of letters patent for inventions, and the registration of trade-marks. During the war, in order that the War and Navy Departments might be supplied with the best and latest inventions, officers of the Army and Navy were granted access to the applications for patents. Through the Primary Examiner's Advisory Committees, appointed by the Commissioner of Patents, the publication of inventions that might be of aid to the enemy was suppressed and report was made to the Army and Navy of any inventions that seemed to be practically useful to them. The office cooperated with the Federal Trade Commission in licensing manufacturers under German patents and detailed a Patent Office examiner familiar with patent practice to the Commission to secure uniformity of practice in treating licensees under the trading with the enemy act, approved October 6, 1917. The Patent Office cooperated with officers of the Ordnance Department in making contracts for

Government supplies on which patents had been granted. The office also cooperated with the Alien Property Custodian to ascertain the owners of alien-owned patents so that all German and Austrian patents might be placed under the control of the Alien Property Custodian. James T. Newton, commissioner.

PATENT SECTION, PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created December 20, 1918, with the following functions: To have charge of the collection of information concerning contracts relating to patent matters throughout the War Department; to maintain records of rights to inventions possessed by the United States, including rights in patents upon inventions in which the United States has an interest; to supervise the collection of information concerning inventions made by officers and employees of the War Department; to supervise the negotiations for the purchase of patents and inventions by the bureaus and to procure information in connection with patents and inventions and the laws and decisions governing the procedure of the War Department in patent matters. Maj. A. M. Holcombe, chief.

PATENTS SECTION, SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created May 6, 1919, to arrange for the settlement of fees and royalties and other Government obligations of like character contracted during the war. George E. Johnson, chief.

PATHOLOGICAL DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division whose normal activities dovetailed into the war-time food conservation program, reinforcing the work of other branches of the Bureau of Animal Industry. The function of the division is war on disease and on its causes whether germs or poisonous plants. The work of the division during the war included the following: The preparation of over 8,000,000 doses of vaccine for immunizing young cattle from the blackleg disease; the testing of commercial biological products such as serums, vaccines, and bacteria used in the control of animal diseases; testing of equine blood serum to pick out occult cases of daurine of horses, which was a menace to the horse-breeding industry of the West; study of tuberculosis of cattle; publication of a bulletin giving salient facts in regard to hemorrhagic septicemia, a contagious disease of cattle that had been widely prevalent, and also of a bulletin, Important Poultry Diseases; testing and production of anthrax serum; examination of diseased animal tissues; investigation of plants poisonous to animals, and waging of a campaign among stockmen to get them to take special care to avoid loss from such plants; preparation of a brief bulletin on the stock-poisoning plants of Western Europe for use of the American Expeditionary Forces. John R. Mohler, chief to December 10, 1917; John S. Buckley, acting chief after December 10.

PATRIOTIC PROMOTION SECTION, ADMINISTRATIVE DIVISION, CONSTRUCTION DIVISION OF THE ARMY.

Organized in July, 1918, for the purpose of inspiring a proper patriotic spirit among workmen on construction jobs, in order that

labor discontent might be allayed and an incentive provided for the most efficient work. The functions of the section were performed principally through the use of posters, circulars, and speeches. Meetings were held at the various jobs usually at the noon hour after the men had had lunch. Whenever possible a band was pressed into service. Public patriotic meetings were held in large centers in churches, Young Men's Christian Association auditoriums, theaters, etc. The section held more than 300 meetings at over 100 different places. More than 300,000 people were reached, of whom about 200,000 were workmen under the Construction Division. The section had four regular speakers in the field and secured the cooperation of the Four Minute Men. Maj. Newman H. Raymond, chief.

PAVING BRICK WAR SERVICE COMMITTEE.

Formed by the National Paving Brick Manufacturers' Association to represent the industry with governmental departments. C. C. Blair, chairman.

PAY AND MILEAGE BRANCH, CENTRAL DISBURSING DIVISION, QUARTERMASTER GENERAL.

Organized June 12, 1918. It handles the payment of accounts of officers on duty at Washington, D. C., the final pay of officers separated from the service, the pay of enlisted men in and about Washington, mileage accounts, and the pay of retired officers and enlisted men. On October 21, 1918, the Central Disbursing Division, to which the branch reported, was transferred to the Office of the Director of Finance. Maj. T. H. Chambers in charge.

PAYMASTER'S DEPARTMENT, UNITED STATES MARINE CORPS.

A continuing organization of the Marine Corps which has charge of the pay and allowances of officers and enlisted men, the administrative audit of accounts of all assistant paymasters, and special disbursing agents, and administrative matters connected with war risk insurance and allotments. This department maintained assistant paymasters in various places in the United States and in the American Expeditionary Forces. During the period of the war Brig. Gen. George Richards was paymaster.

PEACE, AMERICAN COMMISSION TO NEGOTIATE.

It included President Woodrow Wilson, Robert Lansing, Henry White, Col. Edward M. House, and Gen. Tasker H. Bliss. There were attached to it numerous experts and clerks, from whose number were selected the American members of the committees, commissions, and councils that were created by the Peace Conference, by the Supreme War Council, or by the allied and associated powers for technical and special duties.

PEACE CONFERENCE.

Summoned by the five great powers with a view to laying down the conditions of peace to be offered to Germany and her allies, to meet at Paris, January 18, 1919. The conference rules drawn up by the representatives of the five great powers in advance divided the

allied and associated Governments into three groups: (1) The belligerent powers with general interests; i. e., the five great powers; (2) the belligerent powers with special interests; (3) the four powers which broke off diplomatic relations with the enemy. The conference was formally organized at its first plenary sitting January 18, 1919. The officers were: M. Georges Clemenceau, president; Robert Lansing (United States), Right Hon. David Lloyd-George (Great Britain), V. E. Orlando (Italy), Marquis Saioniji (Japan), vice presidents; M. P. Dutasta (France), secretary general. Two committees, Credentials, Henry White (United States), and Drafting, Maj. James Brown Scott (United States), composed of one representative each from the five great powers, constituted the Bureau of the Conference. The second plenary session was on January 25, 1919, at which the following commissions were provided for: League of Nations, Responsibility for the War and its Authorization, International Legislation on Labor, International Control of Ports, Waterways and Railways, and Reparation of Damages. The third plenary session was on February 14, 1919. In addition to the four commissions mentioned, the following commissions were appointed by the conference: Armistice, Belgian Territorial Claims, Czecho-Slovak Affairs, Economics, Financial, German Materials of War and Disarmament, Equipment to be Surrendered by Germany, Greek Territorial Claims, Inter-Allied Military and Naval Committee (Supreme War Council), Mission to Poland, Reports from Poland, Prinkipo, Roumanian Territorial Claims, Supreme Economic Council, Control of Teschen.

PERIODICAL SECTION, PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Formed October 1, 1918, to administer the regulations of the War Industries Board applying to periodical publications as to weights of paper to be used and as to prohibition of new publications during the period of the war, and to suggest specific methods for curtailment in tonnage, and the discontinuance of many alleged wasteful practices. It was discontinued December 31, 1918. Charles T. Root, chief.

PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 10, 1917. The division worked through sections on Poultry and Eggs, Butter and Cheese, Fresh Fruits and Vegetables, Fish, Dairy Products, and Potato. The division attempted to eliminate all deceptive, wasteful, and unfair practices which tended to interfere with competition. Special rules and regulations were issued in regard to the distribution of the products under control. Margins were prescribed for dealers in cold-storage products. G. Harold Powell, chief.

PERMIT SECTION, STEEL DIVISION, WAR INDUSTRIES BOARD.

Created June 1, 1918, to have charge of the issuance of the permits for the manufacturing and shipping of steel. J. S. Barclay, chief.

PERSONAL DEPOSITS AND ALLOTMENTS BRANCH, CENTRAL DISBURSING DIVISION, QUARTERMASTER GENERAL.

This branch was in existence prior to the outbreak of war under the name of the Deposits and Allotments Branch. It was then given a succession of titles as follows: Deposits and Allotments Section, January 26, 1918; Personal Deposits and Allotments Branch, April 16, 1918; Allotment Branch, June 12, 1918; and Personal Deposits and Allotments Branch, June 14, 1918. Prior to January 26, 1918, it was responsible to the Finance and Accounting Division; from January 26 to April 16, 1918, to the Finance and Accounts Branch, General Administration Bureau; from April 16 to June 12, 1918, to the Finance and Accounts Division; and from June 12 to the signing of the armistice, to the Central Disbursing Division. The branch handled the payment of officers' allotments and the payment of Class E allotments by enlisted men. On October 21, 1918, the Central Disbursing Division, to which the Personal Deposits and Allotments Branch reported, was transferred to the Office of the Director of Finance. Chief, Capt, A. J. Maxwell, succeeded by Lieut. Col. Edward Clifford.

PERSONAL AND PLANNING STAFF, QUARTERMASTER GENERAL.

Established January 26, 1918, under George F. Willard. It was the function of the Personal and Planning Staff to study administration methods in the various divisions of the office of the Quartermaster General, and to devise methods for improving the efficiency of their operations. Subordinate to the staff were the following branches: Operating Methods, Industrial Relations, Industrial Research, and Administrative Methods. The Personal and Planning Staff was abolished upon the reorganization of the Office of the Quartermaster General, April 16, 1918.

PERSONNEL BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

In existence at the beginning of the war, and transferred to General Administration Bureau January 26, 1918. It was made a separate division April 16, 1918. Maj. Ezra Davis and John J. Coss served as chiefs.

PERSONNEL DIVISION, QUARTERMASTER GENERAL.

At the beginning of the war the personnel work of the Quartermaster Corps was being performed by the Personnel Branch of the Administrative Division. A separate Personnel Division was created October 9, 1917. The work of the division was performed through the following branches: Training, Liaison, Commissioned Personnel, Civilian Personnel, Enlisted Personnel, Departmental Personnel, Labor Battalion Personnel, and Administrative. The division was abolished January 12, 1918, and its duties were taken over by the Administrative Division. It was reestablished on April 16, 1918, and on December 6, 1918, was transferred to the Personnel Section of the Administrative Branch, Office of the Director of Purchase, Storage and Traffic. The successive heads of the division were Brig. Gen. D. L. Brainard, John J. Case, and Maj. George H. Hahn.

PERSONNEL DIVISION, SURGEON GENERAL'S OFFICE.

This division, prior to declaration of war, had charge of the procurement, classification, and assignment of Medical Department personnel, both commissioned and enlisted. It also had to do with the promotion and discharge of persons in the Medical Department and exercised supervision over the appointment to the Medical Reserve Corps of officers discharged from active duty. Subordinate to the division were the following sections: Commissioned Personnel, Enlisted Personnel, Educational, Dental, Sanitary Corps, Army Nurse Corps, and Army School of Nursing. From the outbreak of war until June 3, 1918, Maj. (later Maj. Gen.) Robert E. Noble was chief of the division. On June 3 he was succeeded by Col. R. B. Miller.

PETROLEUM DIVISION, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

Created July 1, 1914. During the war numerous investigations were undertaken by the division with a view to increasing and conserving supplies of petroleum and petroleum products by greater efficiency in production and utilization. At the outbreak of the war Chester Naramore was chief of the division. Upon his resignation on February 1, 1919, he was succeeded by J. O. Lewis.

PETROLEUM SPECIFICATIONS, COMMITTEE ON STANDARDIZATION OF.

Created by Executive order of President Wilson July 31, 1918, to be composed of seven members with a chairman, appointed by United States Fuel Administrator. This committee devised standard specifications so that the product could be used by all branches of the Government. Before this time special specifications had been made by many departments. Conferences were held with the Specifications Commission of the Inter-Allied Petroleum Conference in regard to standards for inter-allied requirements. M. L. Requa, chairman.

PETROLEUM WAR SERVICE COMMITTEE, NATIONAL.

Created in the fall of 1917 to continue the work of the Cooperative Committee on Oil of the Council of National Defense. The committee mobilized the industry and at all times cooperated with the Oil Division of the United States Fuel Administration. The committee functioned through the following advisory committees: Pacific Coast, E. W. Clark, chairman; Rocky Mountain, H. M. Blackmer, chairman; Mid-Continent Production, Frank Haskell, chairman; Gulf Production, W. S. Farish, chairman; Western Appalachian, J. C. Donnell, chairman; Eastern Appalachian Production, George W. Crawford, chairman; Mid-Continent Refining and Marketing, J. S. Cosden, chairman; Appalachian Refining and Marketing, S. Messer, chairman; Atlantic Distribution, E. C. Lufkin; Jobbers, M. J. Byrne, chairman; Pipe Lines, R. D. Benson, chairman; Pipe Lines in Southern Division, George S. Davison, chairman; Tank Cars, H. E. Felton, chairman; Oil Well Supplies, J. H. Barr, chairman; Natural Gas, Joseph F. Guffey, chairman. E. C. Bedford, chairman of the committee.

PHARMACY WAR SERVICE COMMITTEE.

Organized December 12, 1917, by the American Pharmaceutical Association. The committee acted in an advisory capacity on scientific matters to the medical sections of the War Industries Board. Samuel Hilton, chairman.

PHOTO-ENGRAVERS' ASSOCIATION, WAR SERVICE COMMITTEE OF THE AMERICAN.

Appointed March 15, 1918, by the Executive Committee of the American Photo-Engravers' Association, upon request of the United States Chamber of Commerce. It gathered statistics respecting commodities and costs in the industry in order to strengthen the arguments as to its essential character. E. W. Houser, chairman.

PHOTOGRAPHIC SECTION, SPECIAL SERVICE DIVISION, SIGNAL CORPS.

A permanent organization of the Signal Corps. During the war it was charged with the supervision and administration of the photographic work of the corps, including the collection of still and motion pictures, to constitute a comprehensive pictorial history of the War of 1917. It also secured many pictures which were used for various technical purposes, particularly for instruction. The section was under the supervision, successively, of the following: Capt. Charles T. Betz, Maj. James Barnes, Maj. Stiles M. Decker, Lieut. Col. Emil Engel, Lieut. Col. John S. Sullivan, Maj. Bert E. Underwood, Maj. Frank J. Griffin, and Capt. Edson I. Small.

PHYSICS, MATHEMATICS, ASTRONOMY, AND GEOPHYSICS DIVISION, NATIONAL RESEARCH COUNCIL.

The activities of the division centered about the work of (1) its executive committee, (2) the research information committee, and (3) the joint conference of the physics and engineering divisions. It worked through five committees: Physics, R. A. Millikan, chairman, with 26 subcommittees; Mathematics, E. H. Moore, chairman; Astronomy, E. D. Pickering, chairman; Optical Glass, A. L. Day, chairman; and Navigation and Nautical Instruments, L. A. Bauer, chairman. Some important results obtained were: a nonbreakable gasoline tank for aviators, five new types of signaling lamps, filters, and color screens for increasing visibility, charts of the highways of the upper air, and a new optical range finder. R. A. Millikan, chairman, also served as chief of the Science and Research Division, Signal Corps.

PICKLE INDUSTRY WAR SERVICE COMMITTEE.

Appointed January 11, 1918, by the National Pickle Packers' Association for the purpose of supplying the Army with a full supply of pickles. Frank A. Brown, chairman.

PICTORIAL SECTION, HISTORICAL BRANCH, GENERAL STAFF.

Engaged in collecting official and other photographs relating to the War of 1917, and in editing a pictorial history of the war. The official photographs were taken by the Photographic Section of the Signal Corps, under the supervision of the Historical Branch. The

libraries of still and motion pictures were under the control of the Pictorial Section. Maj. Kendall Banning in charge. Succeeded May 13, 1918, by Maj. R. P. Lemly.

PICTORIAL PUBLICITY, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Created April 14, 1917, under the direction of Charles Dana Gibson. This division "mobilized the artists of the Nation for war service." Its final report, dated November 20, 1918, stated that its members had produced 1,438 designs for 58 Government agencies. It was sometimes called the Division of Art.

PICTURES, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Under the direction of Lawrence E. Rubel this division issued permits for the taking of photographs of Government activities and exercised censorship over their publication. It provided for the distribution of copies of official still pictures and lantern slides. It was merged with Division of Films on July 1, 1918. In January, 1919, the procedure was changed and the pictures were released by the Pictorial Section, General Staff, and distributed by the Photographic Section, Signal Corps.

PIG IRON SECTION, STEEL DIVISION, WAR INDUSTRIES BOARD.

Through the Pig Iron, Iron Ore, and Lake Transportation Committee of the American Iron and Steel Institute it arranged for the procurement and supply of all pig iron needed by various Government departments or by private firms for governmental purposes. The section was discontinued December 31, 1918. Jay C. McLaughlan, chief.

PIG IRON, IRON ORE AND LAKE TRANSPORTATION, SUBCOMMITTEE ON; AMERICAN IRON AND STEEL INSTITUTE.

Organized May 1, 1917, by the Committee on Steel and Steel Products of the Council of National Defense. When these committees were disbanded in November, 1917, they were continued as subcommittees of the Iron and Steel Institute. The committee mobilized the Lake Superior iron ore supply, the lake iron ore fleet, and the entire pig iron industry in order that all Government requirements might be supplied. The committee also allocated the iron to governmental departments as it was needed. H. G. Dalton, chairman.

PIG IRON, IRON ORE AND LAKE TRANSPORTATION, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized June, 1917. Its functions taken over by the War Industries Board when it was dissolved in November, 1917. H. G. Dalton, chairman.

PIG TIN SUBCOMMITTEE, AMERICAN IRON AND STEEL INSTITUTE.

Continued the work of the Pig Tin Subcommittee of the Cooperative Committee on Steel and Steel Products of the Council of National Defense, which had been appointed in April, 1917, and was discon-

tinued as a committee of the council in September. The committee, after December 10, 1917, took charge of all importation and distribution of pig tin for the War Trade Board; and cooperated with the Tin Section of the War Industries Board, aiding that section to get tin for the Army and Navy at favorable prices. John Hughes, chairman.

PIG TIN, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized June, 1917. Its functions taken over by the War Industries Board when it was dissolved in November, 1917. John Hughes, chairman.

PINE WAR SERVICE COMMITTEE, NORTHERN.

Created to represent the northern pine lumber industry in its relation to the Government, and to allocate Government orders to the various mills in the industry. G. F. Lindsay, chairman.

PINE ASSOCIATION, SOUTHERN.

The Southern Pine Association organized in April, 1917, a committee to work with the Lumber Committee of the Council of National Defense. This committee organization was changed on May 23, 1917, to the Southern Pine Emergency Bureau, which included mills not belonging to the association. The association carried on activities in regard to encouraging larger production and general publicity work throughout the mills of the South.

PINE EMERGENCY BUREAU, NORTH CAROLINA.

The bureau was formed in May, 1917, at the request of R. H. Downman, who was the chairman of the Cooperative Committee on Lumber of the Council of National Defense. It was composed of manufacturers of lumber in North and South Carolina and Virginia. The bureau was controlled by the Lumber Section of the War Industries Board and procured its orders from that section, not handling any business except Government orders. It acted as an agency to keep track of the stock on hand at the mills and to expedite shipment of Government orders. Charles Hill was chairman until August 2, 1917, when the bureau was reorganized with A. M. Cook as chairman. He resigned in May, 1918, to become associated with the War Industries Board, and John L. Gibbs continued as chairman.

PINE EMERGENCY BUREAU, SOUTHERN.

Developed from a committee appointed by Charles R. Keith, president of the Southern Pine Association, on April 24, 1917, to aid the Raw Materials Committee of the Council of National Defense and the United States Shipping Board. The Southern Pine Emergency Bureau, including mills not members of the Southern Pine Association, was organized May 23 as a means of greater efficiency in handling Government business. Orders for Government lumber were distributed, price agreements were made, mills were speeded up in their production, adequate service was secured through a representa-

tive of the Railroads' War Board and all members were kept informed through bulletins and circular letters of Government requirements and specifications. The bureau handled only orders allocated to it by the Lumber Section of the War Industries Board. Allocation ceased November 23, 1918, and the bureau ceased to function. W. H. Sullivan, chairman.

PIPE FABRICATORS' WAR SERVICE COMMITTEE.

Organized October 1, 1918, with J. D. Robertson as chairman. The committee adopted conservation measures and cooperated with the Electric and Power Equipment Section, War Industries Board.

PIPE LINES, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created March, 1918. It acted in an advisory capacity to pipe-line companies, assisted in securing pipe, machinery, and supplies to increase capacity of present lines and to build new ones. The bureau also worked in conjunction with National Petroleum War Service Committee. S. A. Guiberson, jr., director.

PIPE LINES, ADVISORY COMMITTEE ON; ATLANTIC DIVISION, NATIONAL PETROLEUM WAR SERVICE COMMITTEE.

This committee was organized April 9, 1918, in pursuance of a letter written by A. C. Bedford, chairman of the National Petroleum War Service Committee, to R. D. Benson, president of Tidewater Pipe Line Co. (Ltd.). Mr. Benson was appointed chairman. The committee embraced all the principal pipe lines carrying crude oil from the mid-continent fields to the Atlantic seaboard. The extension of pipe lines to maximum capacity and the clearing out of "bottle-neck" areas were the principal functions of the committee; thus the rate of delivery of crude oil to refineries was materially increased.

See *Bureau of Pipe Lines.*

PLANNING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed June 14, 1918. It worked through a Methods and an Advisory Staff, and three sections: Research and Specifications, Statistical, and Planning. It had supervision of changes in uniform. O. D. Frost, chief.

PLANNING BRANCH, DEPOT DIVISION, QUARTERMASTER GENERAL.

Organized February 13, 1918, to determine warehouse space requirements for the Quartermaster Corps and conduct research to develop the most efficient method and routine for establishment in the various depots of the Warehousing Division. This branch was abolished June 14, 1918.

PLANNING BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized January 26, 1918, to have charge of inspection and grading of all canned goods, also receptacles for packing and speci-

fications pertaining to subsistence in general. This branch was known as Planning and Control, April 16, 1918, to June 14, 1918, and as Planning and Inspection to October 28, 1918. Maj. Patrick McDonald, George C. Babcock, A. W. Bitting, successively, acted as head of this branch.

PLANNING SECTION, PLANNING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Created January 26, 1918, with O. D. Frost, chief. It planned program for procurement branches, received requisitions, and issued subrequisitions.

PLANNING AND CONTROL SECTION, SUPPLY DIVISION, ORDNANCE DEPARTMENT.

It was the function of the Planning and Control Section to handle all routine operations of the Supply Division which pertained to the procurement and distribution of ordnance supplies, and to maintain records pertaining thereto. This work included the recording of the progress of deliveries of supplies ordered, handling the shipment of new supplies of articles of issue to points of storage, taking necessary action on requisitions for supplies, and the initiation of appropriate action in case of any actual or prospective shortage in any items of supplies. On November 7, 1918, the organization included the following branches: Audits, Balance of Stores, Miscellaneous Equipment, Delivery Record, Follow-Up, Record and File, Small Arms and Equipment, Ammunitions, Artillery, Supply and Shipping Order, Tonnage and Space, Review, and Order of Work. Maj. (later Col.) G. R. Norton was chief of the section from June 30, 1917, until June, 1918. On July 1, 1918, he was succeeded by Col. A. E. Barter.

PLANNING AND FOLLOW-UP BRANCH, FUEL AND FORAGE DIVISION, QUARTERMASTER GENERAL.

Organized January 26, 1918. This branch recorded all plans for procurement of fuel and forage, all contracts and purchases made by the procurement section of this division and followed up all contracts to insure deliveries. Abolished June 14, 1918. Lieut. Col. Preston Davie, chief.

PLANNING AND STATISTICS, DIVISION OF; UNITED STATES SHIPPING BOARD.

Established February 11, 1918, and organized by Edwin F. Gay to coordinate the information respecting ships and commodities essential in meeting the needs of the shipping situation. Mr. Gay was at the same time made a member of the War Trade Board to promote cooperation. The work of the division included commodity and trade studies, investigations as to vessels traveling in ballast or partly laden, studies of ocean freight rates, vessel inventories and movements, and examination of relative costs of operation. One of the important functions of the division was to conduct the detailed statistical studies upon which the action of the Shipping Control Committee in the allocation of tonnage was based. It also gave special attention to the investigation of the program of ship construction so as to provide a well-balanced fleet for permanent service. Its work

was done in close cooperation with the Allied Maritime Transport Council, and with the aid of a Joint Committee on Minerals. Director Gay was succeeded on March 26, 1919, by W. S. Tower.

PLANNING AND STATISTICS, DIVISION OF; WAR INDUSTRIES BOARD.

Created about June, 1918, through a reorganization of the Division of Statistics, which had just been transferred from the Council of National Defense. E. H. Gay, head of the similar division in the United States Shipping Board and of the War Trade Board, Bureau of Research and Tabulation and Statistics, was made chief of the division. In this way a coordination of the work of these various divisions was effected. The director immediately in charge of the division was H. R. Hatfield. It operated through its Contract, Editorial, Price, and Questionnaire Sections, and published numerous bulletins on commodities and price-fixing. Upon the dissolution of the War Industries Board, the Price Section was transferred to the War Trade Board.

PLANNING AND STATISTICS SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Statistical Section, United States Shipping Board Emergency Fleet Corporation.*

PLANNING AND STATISTICS, CENTRAL BUREAU OF.

Organized by Edwin F. Gay, for Bernard M. Baruch, chairman of the War Industries Board, pursuant to a letter of the President, May 24, 1918, asking for "some kind of organization through which we could have a sort of picture or conspectus of all the present war activities of the Government and upon that base a periodical checking up of the actual operations and results." The staff selected for the Central Bureau included economists who were assigned to secure from the various Government agencies the material upon which to base progress reports. The data thus obtained passed through a statistical office which published a Weekly Statistical News for the advice of heads of bureaus. · Numerous special studies were issued upon food, fuel, etc. On December 2, 1918, the President signed a memorandum designating the Central Bureau as the "authoritative and exclusive source" through which economic data should be obtained for the Peace Conference. The Central Bureau was in continuous contact with the various divisions of Planning and Statistics belonging to other departments of the Government.

PLANT SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created April 27, 1918, to check estimate costs, to approve purchase orders, and to certify receipt of material for construction and equipment of new plant facilities. On July 30, 1918, the Plant Section absorbed all functions previously delegated to the Construction Section of the Control Bureau. Maj. W. Sargent, chief.

PLANT CONSTRUCTION SECTION, SHIPYARD PLANTS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

See *Shipyard Plants Construction Section, Shipyard Plants Division, United States Shipping Board Emergency Fleet Corporation.*

PLANT INDUSTRY, BUREAU OF; DEPARTMENT OF AGRICULTURE.

A permanent bureau which studies plant life in all its relations to agriculture. During the war numerous investigations were undertaken by the bureau with a view to increasing production, avoiding wastes, and providing substitutes. Some of the more important investigations dealt with the following: Fruit diseases, cereal diseases, diseases responsible for the spoilage of vegetables, defects of airplane and gun-carriage timber, methods of corn production and possibilities of improvement, production of currency paper from domestic flax tow to replace paper made from rags formerly obtained from Germany, and the location of raw materials for the manufacture of gas masks. At the request of the French High Commission the bureau made an investigation of agricultural conditions in Algeria. Researches were conducted in connection with aerodynamic problems. Advice was given in regard to the technology of castor oil manufacture, and advisory supervision was exercised over the cultivation of several thousand acres of land around various Army cantonments. The bureau took measures for the development of larger production of extra staple cotton used in the manufacture of automobile tires, airplane wings, balloon and other fabrics requiring the greatest possible strength and durability in fiber. A campaign was carried on to secure as nearly as possible the maintenance of the normal production of sugar. The development of home vegetable gardens was stimulated. The scientific work of the bureau was divided into a number of distinct groups, over each of which was placed a scientifically trained officer who reported directly to the chief and associate chief of the bureau. William A. Taylor, chief.

PLANT PROTECTION SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Plant Protection Section had its beginning on February 11, 1918, when Maj. J. A. Blair, jr., was assigned by the War Department to the Division of Shipyard Plants to take charge of the Federal guards assigned to the shipyards, and on April 6, 1918, the section was established under Maj. Blair as head. From the time a keel was laid until the ship left the yard, it was under the care of this section. It supervised the procurement of the Federal military guard, controlled the civilian guard, and through its Investigation Department maintained intelligence and secret service. A Fire Department investigated and corrected causes of fire, supervised the installation and operation of fire-fighting equipment in plants, and recommended designs for that equipment to the Fire Protection Section, Shipyard Plants Division. It cooperated with State and local fire authorities and plant and district fire marshals. On September 13, 1918, Lieut. Col. J. A. Blair was recalled by the War Department and Maj. Norman MacLeod was appointed head of the section.

PLANTS AND MUNITIONS, ADVISORY COMMITTEE ON; WAR INDUSTRIES BOARD.

Created May 28, 1918, with S. H. Vauclain, chief. It continued the functions of the following organizations: Subcommittee on Army and Navy Artillery, April 19 to September 20, 1917; Cooperative Committee on Cars, May 1 to September 20, 1917; Cooperative

Committee on Locomotives, May 1 to September 20, 1917; and Committee on Production, September 20, 1917, to May 28, 1918. It took over reports, arranged schedules of production, and handled the work along the following lines: Locomotive production within the United States; car production within the United States; records showing classified tonnage; standardization of locomotives; standardization of cars; railroad gun mounts; materials and supplies for the Czecho-Slovak army in Russia.

PLATE GLASS WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the industry with that section and the United States Fuel Administration. Charles W. Brown, chairman.

PLATINUM SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in March, 1918, to handle increasing requirements. The first requisition order covering fourteen firms had been issued February 23, 1918; but on May 1, 1918, one covering 947 names was signed. This requisition included iridium and palladium. A new order was issued July 1, 1918, by the Director of Purchase, Storage and Traffic, with 1,555 names; and in conjunction with the licensing regulations satisfactory control of the situation was reached. These regulations were revoked by the Secretary of the Interior, November 14, 1918, and the requisition order canceled by the Director of Purchase, Storage and Traffic, December 1, 1918. At the time of the signing of the armistice the section was collecting and distributing platinum supplies, and until its discontinuance December 31, 1918, acted with the Ordnance Department in an advisory capacity in the distribution of accumulated supplies. C. H. Conner, chief.

PLUMBAGO-GRAPHITE ASSOCIATION (INC.).

Incorporated August 16, 1917, in New York, to foster trade and commerce in plumbago and graphite and to assist the various Government departments in the enforcement of restrictions and regulations. The association worked with the Bureau of Imports of the War Trade Board, handling all imports of these commodities. George S. Knapp, president.

PLUMBERS' BRASS GOODS WAR SERVICE COMMITTEE.

Organized by the Hardware and Hand Tools Section of the War Industries Board, with Adolph Mueller as chairman.

PLUMBERS' WOODWORK WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board, with W. J. Cram as chairman.

PLUMBING SUPPLY INDUSTRY WAR SERVICE COMMITTEE.

Organized under a vote of the Eastern Supply Association taken October 24, 1917. It served to maintain contact between the manufacturers and jobbers of plumbing and steam heating supplies and the divisions of the War Industries Board. John A. Murray, chairman.

PNEUMATIC TOOLS WAR SERVICE COMMITTEE.

Organized August 23, 1918, with L. W. Greve as chairman, by the Hardware and Hand Tools Section of the War Industries Board.

POCAHONTAS REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created June 1, 1918, chiefly from lines formerly included in the Eastern Region. It included most of the east and west lines traversing Virginia and West Virginia and a certain portion of the mileage penetrating the coal fields of Kentucky and northern Ohio. The more important individual lines were the following: The Chesapeake & Ohio east of Louisville, Columbus, and Cincinnati; the Norfolk & Western, and the Virginian, including the terminals of all railways at Norfolk, Portsmouth, and Newport News, Va., and the Norfolk & Portsmouth belt lines. On February 1, 1919, the Chesapeake & Ohio Railroad of Indiana was transferred from the Eastern to the Pocahontas Region. N. D. Maher, president, Norfolk & Western, became regional director, with headquarters at Roanoke, Va.

PORT AND HARBOR FACILITIES COMMISSION, UNITED STATES SHIPPING BOARD.

A commission on Port, Terminal, and Harbor Improvement was appointed by the United States Shipping Board, May 23, 1918, at the request of the President, and as a result of the transportation and shipping congestion of the preceding winter. It was composed of representatives of the Army, Navy, United States Railroad Administration, and shipping interests, and was designed to bring about a more economic arrangement and utilization of the ports and harbors of the Nation. The Army's interests in the commission was to ascertain adequate railroad and warehouse facilities at the ports of embarkation, the Navy was concerned with bunkerage facilities, and the United States Railroad Administration with avoiding wasteful journeys of freight. The duties of the commission included the investigation of the ports of the United States, first of all to determine those that could be best utilized by the merchant marine because of adequate inland rail facilities for handling inbound and outbound cargoes, and secondly to determine, for recommendation to the United States Shipping Board, the necessity for the creation of new facilities and the extension or more efficient utilization of old ones, for the prompt handling, dispatch, discharge, coaling, and repair of ships. The commission also engaged in the compilation of statistics in regard to the points of origin and destination of exports and imports, and in using this information in the formulation of a zoning system for the entire country under which commodities would flow through only those ports within economic transportation distance of the points of origin and destination. By the fall of 1918, the commission had a record of 15 ports investigated or inspected, with recommendations to the United States Shipping Board for the construction of dry docks, marine railways, or repair plants at 10 ports, and the conversion of five barges into floating repair plants at four ports. It had also secured the purchase of 11 coaling machines and had 10 steel tugs reinforced for ice breaking, besides securing the construction, by the Emergency Fleet Corporation, of 10 floating dry docks, together with Government loans to private concerns for the construction of

others. The work of the commission was carried on under a $5,000,000 appropriation from Congress, and by the efforts of the Statistical and Engineering Sections, and the Secretary's office. Chairman E. F. Carry, formerly director of operations, Emergency Fleet Corporation, was followed upon his resignation by Maj. Gen. W. M. Black, February 12.

PORT OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established October 28, 1918. This division exercised supervision over the activities of port storage officers at the various ports of embarkation. It cooperated with the Embarkation Service in controlling the movement of supplies from the interior to the port, and through the ports of embarkation themselves. On January 18, 1919, the division was discontinued, its duties being consolidated with those of the Overseas Distribution Division, the new organization being known as the Overseas Supply Division. The division functioned through a number of different branches which compiled reports and records relative to the movement of different classes of matériel through the ports of embarkation. These were the Medical, Signal, Aviation, Engineer, Chemical Warfare, Ordnance, Motor Transport, and Quartermaster Branches. There was also an Officer Service Branch, an Executive Branch, and an Overseas Storage Service Branch. The last named regulated the amount of freight put in transit, the direction of movement, designated ports of embarkation, and equalized the distribution of freight consigned thereto. The Executive Branch was abolished on November 22, 1918, when the Port Operations Division was reorganized. On the same date the first group of branches, which recorded the movement of the different classes of matériel, were renamed, their new designations being as follows: Medical, Signal, Aircraft, Engineer, Chemical Warfare, Ordnance, Motor Transport, and Quartermaster Subdivisions. Col. G. E. Humphreys, chief.

PORT, TERMINAL, AND HARBOR IMPROVEMENTS COMMISSION, UNITED STATES SHIPPING BOARD.

See *Port and Harbor Facilities Commission, United States Shipping Board.*

PORTLAND CEMENT WAR SERVICE COMMITTEE.

Organized in May, 1917, as an advisory committee of the Council of National Defense and later became a war service committee. The committee aided the Government departments in distributing and placing orders for their requirements of Portland cement and represented the industry before the Price Fixing Committee of the War Industries Board. John R. Morron, chairman.

POST EXCHANGE COMMITTEE, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Organized July, 1917. This division formulated plans for a system of post exchanges in the various tactical divisions, selected and trained post exchange officers, contracted for the original stock for

post exchanges, arranged for the erection of the necessary buildings, and supervised the operations of the exchanges until they became solvent. Malcolm L. McBride, in charge.

POST OFFICE DEPARTMENT.

An executive department of the Government, charged with the operation of the Federal postal service. Some of the more important war services of the department were as follows: The establishment and maintenance of mail service for the military and naval forces; the transportation and delivery of thousands of tons of mail for the various war agencies; the operation of the wire system under Government control; the execution of the provisions of the espionage and trading with the enemy acts, the purposes of which were to prevent the use of the mails in disseminating matter calculated to incite disloyalty and sedition against the Government during war; the registration of enemy aliens and the listing of enemy-owned property by postmasters; the use of post offices as recruiting agencies for the Army, Navy, and Marine Corps, and as employment agencies for the Department of Labor; the use of post office inspectors in furnishing information to the intelligence service of the Army and Navy and to the Departments of State and Justice; the assistance rendered in the nation-wide fuel and food conservation campaign and in the sale of liberty and victory bonds, war savings, thrift, and revenue stamps. A more detailed description of the activities of the department is given in the articles dealing with the following divisions: Post Office Service, Foreign Mails, Railway Mail Service, Finance, Money Orders, Classification, Stamps, Registered Mails, Equipment and Supplies, Post Office Inspectors, United States Telegraph and Telephone Administration, Censorship Board, Office of Solicitor, Office of Purchasing Agent. Albert Sidney Burleson was Postmaster General throughout the war.

POST OFFICE INSPECTORS, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent investigating agency which aided in combating hostile propaganda. Close touch was maintained with the intelligence agencies of the Army and Navy and with the Departments of State and Justice. Under the trading with the enemy act some 1,200 foreign language publications were investigated in order to determine whether permits should be issued for their circulation. Upon the passage of the espionage act the department investigated cases involving the mailing of treasonable and disloyal literature, such as that of inciting resistance to the draft and advocating the destruction of munitions plants. Persons requesting employment in the Government service were investigated. The normal peace-time task of preventing the use of the mails for fraudulent purposes was also augmented under war conditions. In addition to the duties enumerated above, the corps of inspectors endeavored to promote the efficiency of the mail service in the various camps and cantonments of the country, as well as in France. Chief inspector, George M. Sutton, reporting to the Postmaster General.

POST OFFICE SERVICE, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent division of the Post Office Department. One of the earliest tasks of the division was to provide mail facilities for forces mobilized in the various camps throughout the country. Branch post offices were established at all camps and cantonments under the immediate supervision of the postmaster at the nearest city or town. At the signing of the armistice there had been established 152 fully-equipped military branch post offices, to which were detailed approximately 1,000 expert postal employees. More than 100,000 letters and 20 tons of packages were received daily at the post office at some of the larger camps. The organization of the Division of Post Office Service was effectively used to assist in the registration of enemy aliens. In communities having population of 5,000 or less, the postmasters were responsible for this work. Postmasters also made reports concerning alien property in their respective localities, which reports were turned over to the Alien Property Custodian. They were also directed to report any disloyal utterances coming to their attention. Post offices were made recruiting agencies for the Army, Navy, and Marine Corps, also employment agencies for war labor. Casualty lists were printed at certain post offices and distributed to newspapers. A great deal of publicity work for war agencies was also done through post offices. Postmasters assisted in the advertising and sale of bonds, war savings stamps, and thrift stamps, while they also furnished information with regard to income tax regulations. The superintendent of the Division of Post Office Service was Goodwin D. Ellsworth, who reported to John C. Koons, First Assistant Postmaster General.

POSTAL AGENCY IN FRANCE, UNITED STATES.

See *Foreign Mails, Division of; Post Office Department.*

POSTAL AGENCY IN RUSSIA, UNITED STATES.

See *Foreign Mails, Division of; Post Office Department.*

POSTERS DIVISION, INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Organized May 1, 1918. Its functions were the preparation and distribution of posters with the object of producing cooperation between labor and capital, reducing labor turnover, and increasing production. Before the signing of the armistice it was distributing approximately 1,000,000 posters a month. James R. Colburn, director.

POTATO SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in August, 1917. This division was concerned with the distribution of the potato supply, dehydration, and the stoppage of damage to shipments through neglect. The dehydration problem was transferred to the United States Department of Agriculture in the fall of 1917. Lou D. Sweet was chief until February, 1918, when he was succeeded by S. P. Miller.

POULTRY AND EGGS SECTION, PERISHABLE COMMODITIES DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized November 7, 1918. The section had charge of the control of poultry and eggs placed in cold storage. Rules prohibited resales, margins were fixed, and speculation was thus discouraged. In January, 1918, a definite price was fixed for cold storage eggs. W. F. Priebe, chief.

PLANNING AND ENGINEERING SECTION, SMALL ARMS DIVISION, ORDNANCE DEPARTMENT.

Organized June, 1917, to have charge of engineering work, including revision of drawings, inspection of new designs, and recommendations relating to manufacture. It cooperated with the contract section in drawing specifications of raw materials required. Capt. Leo O. Wright, chief.

POWDER PLANTS PROJECTS BRANCH, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This branch was organized to expedite the emergency work on temporary accommodations for employees of the powder plants. It prepared drawings and specifications, placed orders and contracts, and supervised construction. W. S. Painter, chief.

POWER SECTION, WAR INDUSTRIES BOARD.

Formed about May, 1918, to carry on the work of the informal committee which, commencing in December, 1917, prepared reports for the Council of National Defense. It made a survey of all important power situations in the United States preparatory to plans for supplying power required for war industries; it cooperated with the power companies, and under instructions of the Priorities Committee distributed power where there was a shortage. It issued monthly summaries of power situations, May 1 to November 1, 1918, inclusive. The activities of the section practically ceased with the cessation of hostilities. Frederick Darlington, chief.

POWER PLANT, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

Established in March, 1917, for the purpose of supervising the preparation of plans and specifications for new power plants, distributing systems for light, heat, and power, and the electrical and mechanical equipment of shops, dry docks, training camps, barracks, hospitals, etc. Project manager, Louis W. Bates.

POWER SEWING MACHINES WAR SERVICE COMMITTEE.

Organized September 23, 1918, to represent the manufacturers of power sewing machines for clothing and shoes. The committee appeared before the Priorities Board and secured priority of materials for their industry. J. A. Reid, chairman, succeeded by J. H. Connor.

PRECISION INSTRUMENTS BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of purchase specifications, purchase negotiations, and selection of materials. These were sur-

veying instruments, optical instruments, photographic equipment, drafting, topographical, and sketching equipment, laboratory equipment, fire-control equipment, printing equipment, and general scientific equipment. Maj. G. A. Beatley, chief.

PRELIMINARY INVESTIGATION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

Organized directly under the president of the United States Housing Corporation to conduct preliminary investigations to determine the need for housing after the War and Navy Departments had certified urgency in connection with the war program. It was merged into the Division of Surveys and Statistics on August 5, 1917. I. N. S. Phelps-Stokes, manager.

PREPAREDNESS LEAGUE OF AMERICAN DENTISTS, SUBCOMMITTEE ON DENTISTRY, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Created April 15, 1917. It made dentally fit selective service men and recommended suitable applicants for the Dental Reserve Corps. Its report dated January 31, 1919, showed a total of dental operations during the war of 680,917. Dr. J. W. Beach, chairman.

PRESIDENT OF THE UNITED STATES.

The President of the United States functioned during the War of 1917 with the aid of emergency powers provided for by direct acts of Congress and enforcement clauses of appropriation acts. Some of them were never exercised, others amounted to little more than expansions of existing powers, while still others were comprehensive in scope and enforcement. As commander in chief of the Army and Navy, his military and naval powers were among the first to be enlarged. On June 3, 1916, the national defense act authorized him to organize and increase the military forces of the country in preparation for national defense. The declaration of war in April, 1917, empowered him to employ all the military and naval forces of the country in the prosecution of war; and on May 18, 1917, the draft act (amended August 31, 1918, to include men between 18 and 45) authorized him to organize the Army to its maximum strength, to raise additional forces beyond this strength, to provide for selective draft in place of voluntary enlistment, and to make regulations prohibiting alcoholic liquors in or near military camps. On July 24, 1917, he was empowered to increase the Signal Corps, to purchase, manufacture, and operate airplanes and aircraft equipment and to establish and maintain aviation stations; and by a provision of the Army Appropriation Act of July 9, 1918, to use public lands and property for aviation fields for testing and experimental work, to sell supplies and property acquired by the United States in the process of war, to raise and train for military service the "Slavic Legion," and to raise by draft every year during the war the maximum number of men which could be organized and trained for war service. Under the naval appropriations acts of March 4, 1917, and July 1, 1918, he was authorized to place orders for naval ships or war material, to require plants producing these products to place their output at the disposal of the Government, and to take possession of plants refusing to comply with

orders. In order to replace the shipping losses due to submarines, and to provide ships for transportation of troops and supplies overseas, he was given full power, under the emergency shipping fund provision of an act of June 15, 1917 (amended Apr. 22, 1918, July 1, and Nov. 4), to acquire and produce ships; to requisition, operate, and use shipbuilding plants and the products thereof; and to manage, operate and dispose of all ships acquired by the United States. This control over shipping was further enlarged under date of July 18, 1918, with authority to prescribe charter and freight rates, make regulations for granting charters, prescribe the order of priority of goods handled by United States ships, make regulations for navigation, fueling, and use of loading facilities, and to requisition or control wharves, docks, loading facilities, etc. Problems of transportation within the country were provided for in three acts: The first on August 29, 1916, empowered the President to take possession and control of the transportation systems of the country; the second on August 10, 1917, authorized him to use the order of priority in securing the transportation of necessaries for national defense; and the third of March 21, 1918, provided, for the operation of the transportation systems under Federal control, and authorized him to initiate rates, fares, and charges, to order necessary improvements made by carriers under Federal control, to guarantee an annual just compensation to carriers and to relinquish, when desirable, all transportation systems from Government control. Acts of April 22, May 16, and June 4, 1918, authorized him to provide housing and transportation for war needs, and to form a corporation through which to meet these needs; and an act of July 16, 1918, empowered him to take possession of all telegraph, telephone, marine cable, and radio systems in the country. For the purpose of conserving the supply and stimulating the production of foods and fuels for war needs, the food and fuel act, August 10, 1918, authorized the President to control through license all business concerns of the country connected with food and fuel necessaries, to requisition foods and fuels necessary to national defense, to fix the price and regulate production and distribution of wheat, coal and coke, to commandeer distilled spirits for redistillation for war purposes, to regulate the use of foods in distilled spirits, to prescribe regulations preventing evil practices in exchange, and to create or use existing agencies to carry out the provisions of this act. The food production act of the same date authorized him to direct any agency of the Government to cooperate with the Secretary of Agriculture in stimulating and facilitating the distribution of agricultural products. On October 2, 1917, authority was conferred on the President to regulate the price of minerals and the disposal of potassium from lands leased under this act, and on October 5, 1918, to purchase, store, transport, and allocate certain minerals heretofore imported; to requisition or take over for operation, idle deposits, mines, smelters, etc., and to form a corporation for this purpose. Control of enemy activities in the country was conferred on the President through the trading with the enemy act, October 6, 1918. Under this act he was also authorized to establish a censorship on communications between the United States and any foreign country, to prohibit or regulate transactions in foreign exchange, currency export, or credit transfers between the United States and foreign countries, to appoint an Alien Property Custo-

dian, to order secrecy for inventions necessary to the national defense, and to permit citizens of the United States to make use of enemy designs and machines. Under the espionage act of July 9, 1918, his authority was extended to control exportations from this country; by an act of May 22, 1918, to control the entrance or departure of aliens from the country, and under the acts of April 17, 1917, and July 1, 1918, an emergency fund was appropriated to him for national defense. The greatest delegation of power conferred on the President, at any one time, was contained in the Overman Act, May 20, 1918. By this act he was authorized to make any redistribution of functions among executive agencies deemed necessary, to utilize, coordinate, or consolidate any executive or administrative agencies, to recommend to Congress the abolition of unnecessary offices, and to establish an executive agency with control over production of aeroplanes and aircraft equipment; and by all these delegations of power and authority he was in command not only of the Army and Navy, but of the economic and administrative forces of the country as well. Woodrow Wilson, President.

PRESS, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Grant Hamilton, legislative agent of the American Federation of Labor, was appointed chairman of this subcommittee by Samuel Gompers, chairman of the Committee on Labor, shortly after the formation of the latter committee in April, 1917. The subcommittee was never active, however, its functions being performed through the Committee on Public Information.

PRESS CLIPPING SECTION, UNITED STATES FOOD ADMINISTRATION.

See *Public Information Division, United States Food Administration.*

PRESS CLOTH WAR SERVICE COMMITTEE.

Organized by the Cotton and Cotton Linters Section of the War Industries Board to assist the Cotton Seed Oil Manufacturers. John G. Abbot, chairman.

PRESS INFORMATION BUREAU, UNITED STATES SHIPPING BOARD.

See *Information Bureau, United States Shipping Board.*

PRESSED STEEL WAR SERVICE COMMITTEE.

Organized October, 1917, at the request of the United States Chamber of Commerce, to represent the manufacturers of stamped and drawn-metal parts. A Washington office was maintained for cooperation with the procurement bureaus. The committee was instrumental in having manufactured by the industry drop bombs, helmets, grenades, mess equipment, booster casings, depth bombs, mine floats, and anchors. C. H. L. Flinterman, chairman.

PRICE SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Formed July 1, 1918. It made studies of war-time price movements, prepared many special reports for the Price Fixing Com-

mittee, and cooperated with the Federal Trade Commission, the Treasury, and the United States Shipping Board. Wesley C. Mitchell, chief.

PRICE-FIXING COMMITTEE.

Because of the success obtained by the War Industries Board in fixing maximum prices on several fundamental commodities, at its reorganization March 4, 1918, the formation of a special committee was directed by the President, which functioned with and yet independently of the War Industries Board, its members being appointed by the President and its reports being made directly to him. The members were: Robert S. Brookings, chairman; B. M. Baruch, chairman War Industries Board; W. B. Colver, chairman Federal Trade Commission; F. W. Taussig, chairman United States Tariff Commission; H. A. Garfield, fuel administrator; Hugh Frayne, War Industries Board, representing labor; Lieut. Col. Robert H. Montgomery, Army; Commander John M. Hancock, Navy; Henry C. Stuart, representing agriculture. The committee held its first meeting March 14, 1918, and at once began its functions, which were to pass upon prices for all basic raw materials, except food, and to establish a price-fixing policy, for the President's approval. After any commodity section notified the committee that price fixing was necessary, information regarding cost of production was prepared through the Federal Trade Commission; then a meeting was held with the interested industry and an endeavor was made by agreement to fix prices fair and equitable alike to the Government, the public, and the industry. If no agreement was reached, the committee exercised its quasi-judicial prerogative and set the maximum price. Prices were set usually for 90-day periods. The fixing of prices stabilized industries by preventing runaway markets, and it also secured a maximum production, which, owing to the wide difference in cost between the least and the most efficient production, offered delicate problems. The resignation of the committee to take effect March 1, 1919, was accepted by the President.

PRICE-FIXING COMMITTEE, UNITED STATES CHAMBER OF COMMERCE.

Appointed by the Executive Committee June 14, 1917, to study the need for control of prices by Government authority during the war. The committee made a report in September, 1917, which was submitted for referendum to chambers of commerce and trade organizations throughout the United States. August Vogel, chairman.

PRICE-FIXING SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. It was the duty of this section to conduct investigations concerning prices, with a view to determining just prices, and to conduct inquiries relative to departures from such prices. It kept the agencies of the War Department informed with reference to the results of its inquiries and represented the department upon the Price Fixing Committee of the War Industries Board, The section was disbanded immediately after the signing of the armistice. Lieut. Col. Robert E. Montgomery, chief.

PRICES, BUREAU OF; ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

The question of prices was handled by H. D. Nims, who had charge of production and operators' prices in November, 1917. E. G. Trowbridge, who had been assistant in this work, was placed in charge of the bureau in June, 1918, and it then was organized under the Administrative Division. The bureau made recommendations to the United States Fuel Administrator for such changes as the Engineers' Committee deemed advisable, determined from costs sheets. W. D. Tyler was director, October 15, 1918, until January 2, 1919, when E. G. Trowbridge again took over the work.

PRICES AND LICENSES, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

The bureau investigated prices of petroleum and products and marketing methods in order to stabilize prices throughout the United States. All applications for licenses were acted upon by this bureau. A. G. Maguire, director.

PRIMARY EXAMINER'S ADVISORY COMMITTEE, UNITED STATES PATENT OFFICE, DEPARTMENT OF THE INTERIOR.

A committee of five members (later increased to seven), appointed in the latter part of April, 1917, by the Commissioner of Patents. The functions of the committee were: (1) To determine if any applications pending in the Patent Office had such direct bearing on the war or were of such practical value, particularly in the military or naval arts, as to warrant the attention of the Government being directed thereto; (2) to determine if the publication of patents based on such applications or disclosure of the inventions described would or could convey useful information to or aid the enemy or otherwise be detrimental to the public safety or defense; (3) to cooperate with inventors and others who submitted ideas, inventions, and suggestions in directing the Government's attention thereto if found of sufficient practical importance. In the prevention of the disclosure or publication of inventions that might convey useful information to the enemy the Primary Examiner's Advisory Committee cooperated with the Federal Trade Commission. The committee cooperated with the Army and Navy in opening up the files of the Patent Office so that its resources might be utilized for military purposes. Sidney F. Smith, chairman.

PRINTING PRESSES WAR SERVICE COMMITTEE.

Organized by the Printing Press Manufacturers' Association, November 13, 1917, with Edgar H. Cottrell as chairman.

PRIORITIES BOARD, PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

Formed after March 4, 1918, its first meeting being March 19, 1918, to determine the priorities of delivery, formerly handled by the Priorities Committee, becoming thus one of the organizations of the Priorities Division, the division, the committee, and the board, all three finally having the one chairman, Judge Edwin B. Parker. The board adopted Preference List No. 1 of April 6, 1918, covering supply and distribution of coal and coke, the distribution of which con-

trolled to great extent the output of industries and plants. Preferential treatment was accorded war industries and plants, and provisions were made for certifying additional classes of industries and individual plants according to (1) the relative urgency of the uses or purposes for which the product of the plant was utilized, and (2) the per cent of the product of the plant utilized in war work, direct or indirect, or work of exceptional or national importance. Forty-five classes of preferred industries were published in the April 6 list coming under the general heads, preferentially stated, of: Aircraft; munitions and military and naval supplies; fuel, food, and collateral industries; clothing; and public utilities serving war industries, Army, Navy, and civilian population. A revised list appeared in October, 1918, with about twice as many classes as the one issued in April, forming a key to the system of priority in determining the use of the six basic elements of industry: (1) Material, (2) facilities, (3) fuel, (4) transportation, (5) labor, (6) capital. Upon signing of the armistice, industries operating under orders curtailing distribution were released to the extent of 50 per cent, and the remaining restrictions were removed as fast as possible. The board ceased to function December 31, 1918.

PRIORITIES COMMITTEE, PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

A subcommittee of the General Munitions Board, Council of National Defense, appointed under resolutions of May 3 and 14, 1917, with Maj. Gen. James B. Aleshire, chairman, to exercise full power in the determination of priority of delivery of materials and finished products whenever there was a conflict in delivery in accordance with the general policy of the Government. It had no power to determine "priority in regard to civilian needs in which Army and Navy requirements are not involved, nor as between the needs of the Allies and our civilian population." With creation of the War Industries Board in July, 1917, and appointment of Judge Robert S. Lovett as chairman of the Priorities Committee, activities were expanded with the increase in authority. Under date of September 21, 1917, there were issued by the committee over the signatures of the chairman of the Council of National Defense, the Secretary of War, and the Secretary of the Navy, two circulars, No. 1 prescribing and defining classes A, B, and C and setting precedence of orders and work, and No. 2 furnishing forms of application for priority certificates. The determination of priorities in delivery so increased that in March, 1918, a Priorities Board was created to handle deliveries, leaving production with the committee, which, on July 1, 1918, issued a circular, No. 7, embodying a revision of rules and regulations governing priority in production. The classes prescribed were: AA, comprising emergency war work; A, other war work; B, orders and work not primarily war, but of public interest and essential to the national welfare, or otherwise of exceptional importance; C, orders and work not covered by priority certificates but embraced within the "general classification of purposes demanding preference treatment"; D, all other orders and work. This circular also established automatic ratings. Ratings in classes AA, A, and B had to be obtained by application to this committee on forms furnished by it.

PRIORITIES DIVISION, WAR INDUSTRIES BOARD.

A development from the Priority Committee of the General Munitions Board, Council of National Defense, formed for the selective mobilization of the products of the soil, the mines, and the factories for direct and indirect war needs. Lack of power beyond appeal to patriotism made necessary a change, which was coincident with the creation of the War Industries Board in July, 1917. At first the distribution of iron and steel and their products constituted the work of the committee, but its activities were soon extended to other commodities. With the increase in work need arose for determination of priorities of production and delivery; and in March, 1918, the Priorities Board was formed to handle delivery, leaving production with the Priorities Committee. The division was then formed, with Judge Edwin B. Parker, commissioner, to oversee, direct, and coordinate the activities of its four inferior organizations: Priorities Board, Priorities Committee, Non-War Construction Section, and Labor Priorities Section. The preference list, which classified industries and plants, was established by this division. The formal cancellation of all outstanding priority ratings, whether by certificate or automatic rating, excepting those for the Navy, Emergency Fleet Corporation, railroads, telegraph and telephone companies, became effective November 22, 1918.

PRIORITIES SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. This section was responsible for deciding upon relative priorities concerning supplies as between the various agencies of the War Department. It also arranged for securing priorities for the War Department from the War Industries Board, and represented the War Department on the Priorities Committee of that board. The section was disbanded immediately upon the signing of the armistice. Lieut. Col. C. C. McKenney, chief.

PRIORITY CLEARANCE BRANCH, ADMINISTRATIVE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. The Priority Clearance Branch handled the procurement of priority lists, showing the order in which supplies were to be loaded for shipment overseas, and transmitted these lists to the proper embarkation authorities. Capt. Stuart B. Sutphin, chief.

PRIORITY SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

Formed to secure preference for Navy contracts by displacing orders of earlier date and of less military importance, thus bringing delivery within reason and protecting the contractor from suits for nonperformance on the displaced earlier civilian contracts. Lieut. G. A. Peacock, chief.

PRIVATE ENTERPRISE BRANCH, REQUIREMENTS DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

Applications for Federal licenses for privately initiated and financed projects for housing workers in war industries were passed

upon by this section. Priority orders for building materials were secured for approved enterprises from the War Industries Board, and 13,552 houses for workmen, at a cost of $43,000,000, and dormitories, barracks, apartments, etc., at a cost of $2,500,000, were thus built. D. W. Southgate, chief.

PROCUREMENT AGENCIES, SIGNAL CORPS.

The agencies which had charge of the procurement of Signal Corps material were reorganized at various times during the war. Following is a list of these agencies, together with the dates of their existence: February 3 to June 2, 1917, the Engineering Division, through the Purchase Branch; June 2 to August 2, 1917, the Finance and Supply Division, through the Purchase and Supply Depots Branch; August 2 to 29, 1917, Equipment and Finance and Supply Divisions, through the Purchase and Supply Depots Branch; August 29, 1917, to June 23, 1918, Equipment Division, through the following: Purchase and Supply Depots Branch, Overseas Follow-Up Branch, Electrical Engineering Branch, Signal Material Section, and Ordnance and Instrument Section; June 23 to July 17, 1918, Purchase, Storage and Traffic Division, through the Procurement Section; July 17 to September 7, 1918, the Supply and Accounts Division, through the Procurement Section; and September 7 to November 11, 1918, the Procurement Division.

PROCUREMENT BRANCH, REAL ESTATE SERVICE, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created April 1, 1919, to have charge of the procurement by purchase, lease, rental, condemnation, requisition, or donation of all real estate required for the use of the War Department. It functioned through the following sections: Purchase, Condemnation and Requisition, Lease and Appraisals. Col. A. P. S. Hyde, chief.

PROCUREMENT DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

See *Aircraft Procurement Division, Bureau of Aircraft Production.*

PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

The Procurement Division was established on January 14, 1918, taking over the Purchase Section of the Gun Division, including its entire personnel and records. It was the function of the division to supervise the placing of orders with private manufacturers and arsenals to meet the schedule of requirements for ordnance and ordnance stores and supplies and for the repair of such material. This work was to be carried out in accordance with specifications and drawings prepared by the Engineering Bureau, and schedules and lists of manufacturing plants prepared by the Control Bureau. The division was also charged with the execution of all contracts. The division was responsible for dividing or consolidating the items called for on requisitions in a manner to secure the greatest possible efficiency in procurement, and it made recommendations to the Estimates and Requirements Division when it was desirable to purchase a component in larger quantities than required by the procurement requests submitted. Before orders or contracts were

placed a thorough examination was made to determine whether existing facilities for manufacture were sufficient or whether new facilities would have to be created. The War Industries Board had a field organization for gathering information along these lines, and in its district offices were placed officers of the Procurement Division who served as points of contact between that division and the War Industries Board. It also maintained close touch with the Production Division of the Ordnance Department, which was in possession of much valuable information. The Procurement Division also made estimates relative to cost of purchase and the making of the necessary reservations of funds and allotments. The division functioned through the following sections: General Control, Legal, Credits, Raw Materials, Packing Container, Explosives, Loading, Artillery, Small Arms, Equipment, Motor Equipment, Projectile, Fuze (combined with the Projectile Section on February 13, 1918), Trench Warfare, and Miscellaneous. Officers known as negotiators were designated in these sections for the purpose of negotiating contracts for certain specified articles. Col. Samuel McRoberts was chief of the Procurement Division from January 15, 1918, until October 14, 1918, when he was succeeded by Lieut. Col. R. P. Lamont.

PROCUREMENT DIVISION, SIGNAL CORPS.

The duties of the Procurement Section of the Division of Supply and Accounts were on September 7, 1918, taken over by the newly established Procurement Division, which was responsible for obtaining Signal Corps equipment. It functioned through the Purchase, Production, and Inspection Section, and a Board of Review. The Purchase Section placed orders and contracts and secured the necessary clearance and priorities. The Production Section secured data with respect to sources of supply and expedited the production of material for which orders had been placed. The Inspection Section supervised the inspection of material at manufacturing plants, depots, and warehouses, and also assisted in expediting production and shipping. The Board of Review protected the interests of the Government in the awarding of contracts and orders. Brig. Gen. C. McK. Saltzman, chief.

PROCUREMENT SECTION, CENTRAL ADVISORY PURCHASING COMMITTEE, DIVISION OF FINANCE AND PURCHASE, UNITED STATES RAILROAD ADMINISTRATION.

Created June 13, 1918. The Procurement Section endeavored to expedite the delivery of equipment ordered by the United States Railroad Administration. It passed upon and transmitted to the Priorities Committee of the War Industries Board all applications for priority ratings from the railroads, manufacturers of railroad supplies, and car and locomotive builders, as well as their applications for steel and pig iron. Weekly reports were compiled showing progress in the construction and delivery of equipment. Managers were appointed to cooperate with the section, being stationed in the Chicago, St. Louis, Pittsburgh, and Eastern Districts. The section reported to director, Division of Purchases, after March 15, 1919. H. C. Pearce, manager.

PROCUREMENT SECTIONS, EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

The Equipment Division had eight procurement sections in December, 1917, as follows: Textile, Textile Equipment, Aluminum and Mess Equipment, Leather, Leather Equipment, Helmets and Instruments of Precision, Hardware, and Cleaning and Preserving Materials. Each one of these sections was responsible for the procurement of items falling within its particular group. The work of procurement included the placing of the order, following through the order, and the packing and transportation of the particular material, until such time as it left the jurisdiction of the Equipment Division. The problem of locating sources of supply involved in many cases the conversion of established manufacturing enterprises engaged in commercial work, the creation of new manufacturing plants, and the expansion of existing facilities. The Procurement Sections also had supervision of the matter of design. They ceased to function as a part of the Equipment Division after January 14, 1918.

PROCUREMENT OF LABOR BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in August, 1918. It was the function of this branch to see to it that the labor needs of each of the sections of the Ordnance Department concerned with production received the proper attention. It provided necessary information to increase the supply of labor and distribute it among ordnance industries, and handled all matters regarding stealing of labor, advertising, and overbidding. It maintained liaison with the United States Employment Service. This branch took over in part the functions that had been exercised by the Employment, Management, and Working Conditions Branch before the latter was abolished. G. A. Somarindyck, chief.

PRODUCTION, BUREAU OF; ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

Production was handled early in the United States Fuel Administration by the staff and by H. D. Nims, who was in charge of production, operators, prices, and legal matters. After the car shortage had been improved by the cooperation of the United States Railroad Administration, the zoning system, and the increase of rolling stock, a bureau was created June 7, 1918, to speed up production. A complete survey of the country showed that the needs of the country were 80,000,000 tons in excess of 1917. The function of this bureau was to maintain an adequate regular car supply, to hold the miner to his job, and to increase the efficiency of miners, operators, and mining operations. This bureau worked through a National Production Committee. The country was divided into 28 districts with a production manager in each whose duties were to see that production of coal was maintained and increased. These production managers appointed mine committees to carry on the work. Extensive propaganda was carried on through public speakers sent to mining districts. James B. Neale, the director, was also anthracite advisor to the fuel administrator.

PRODUCTION BUREAU, HOUSING DEPARTMENT, PASSENGER TRANSPORTATION AND HOUSING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The design and construction of the housing projects of the Emergency Fleet Corporation were in charge of this bureau. It functioned through the following subdivisions: the Architectural Branch, in charge of town planning and the designing of buildings; the Engineering Branch, in charge of the extension of public utilities; and the Construction Branch, in charge of contracts and construction. Robert D. Kohn served as chief, succeeded by L. A. Goldstone, executive assistant.

PRODUCTION, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau, created February 15, 1918, supervised the production of crude oil, meeting the producers of the country and urging cooperation and effort that national requirements might be met. It advised as to all conditions affecting production. T. A. O'Donnell, director.

PRODUCTION COMMITTEE, NATIONAL; BUREAU OF PRODUCTION, ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

The National Production Committee was appointed by James B. Neale, director of the Bureau of Production, to carry out his program of increasing the coal supply of the country. The committee made effective all policies decided upon; it also supervised car supply, prevention of decrease in production, conservation of labor supply, priorities for shipment of mine supplies, generation, distribution and conservation of electric power in mines, coke production, propaganda, and education for the miner. The committee worked with the War Industries Board, United States Employment Service, and United States Railroad Administration. The members of the committee were George C. Foedisch, Alan C. Dodson, Julian B. Huff, David D. Bush, Roy A. Rainey, Warren S. Blauvelt, Charles E. Stuart, and W. E. E. Koepler.

PRODUCTION COMMITTEE, UNITED STATES SHIPPING BOARD.

A committee under the leadership of Charles Piez which served in 1917 to investigate actual construction conditions in the shipyards of the country, and made recommendations for speeding up the shipbuilding program.

PRODUCTION COMMITTEE, WAR INDUSTRIES BOARD.

Created September 20, 1917, to assist in production, and to watch requirements, conflicts, and plant capacity. It later became the Production Division, War Industries Board, and then merged into the Advisory Committee on Plants and Munitions. S. M. Vauclain, chairman.

PRODUCTION DIVISION, BUREAU OF AIRCRAFT PRODUCTION.

Created May 20, 1918, to take over the functions of the Production Department of the Equipment Division of the Signal Corps, except-

ing production engineering. This division had charge of the requirement for and production of balloons, engines, planes, armament accessories, and spare parts of all kinds, and the inspection of this matériel before acceptance and delivery to the Department of Military Aeronautics. On November 1, 1918, the division was divided into the following departments: Executive, Expediting, Raw Materials, Balloons, Engines, Planes, Armament, Accessories, Control, Inspection, and Industrial Relations. Fourteen district offices reported to the Executive Department. M. W. Kellogg was in charge until June 22, 1918, when he was succeeded by A. A. Landon. Lieut. Col. G. W. Mixter was production manager.

PRODUCTION DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

Responsible for the production of all vessels and certain specially assigned manufactured material. It also had supervision of the placing of contracts for vessels, working in cooperation with the Contract Division. The work of the division included the collection of information as to the shipbuilding facilities of the country. The Producton Division had no authority over technical matters of design. Commander J. A. Furer, chief.

PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created January 14, 1918, to handle all matters and work relating to securing the production of ordnance and ordnance stores and supplies for which orders and contracts had been placed by the Procurement Division. It had charge of methods, assisted manufacturers in the securing of raw materials, transportation, and labor, and handled all matters relating to fuel and power supply connected with the production of ordnance, ordnance stores, and supplies. The Production Division functioned through the following sections: Ammunition, Cannon, Loading, Explosives, Administration, Technical, Equipment, Industrial Service, Plant, Small Arms, and Truck. The division was abolished October 23, 1918, and its activities were transferred to the Office of the Chief of Ordnance. Brig. Gen. Guy E. Tripp, chief, January 14 to August 17, 1918; succeeded by Brig. Gen. C. C. Jamieson.

PRODUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established in December, 1917, under Charles Day as manager to have charge of the production and expediting of machinery and equipment purchased direct by the Emergency Fleet Corporation for ships which were not furnished complete by the builders; and to give assistance upon request to shipbuilders who had difficulty in getting prompt delivery of equipment. The division worked largely through a system of centralized records in Washington in which the daily progress of thousands of items of ship fittings were watched and speeded up. It scheduled the making of everything needed in finishing each ship. It had an organization of field men, and wherever its records disclosed delay, sent one of these experts to the scene of trouble to help straighten out matters. On July 16, 1918, the division, along with the Purchasing and Transportation Divisions, was ab-

sorbed by the Supply Division, and for a short time continued its organization as a department of this new division. It was then combined with the Purchase Department into the Department of Purchases and Productions. M. C. Tuttle, who succeeded Mr. Day as manager of the Production Division, became manager of the Supply Division, and F. A. Browne became manager of the reorganized Department of Purchase and Production succeeded by F. du P. Thomson.

PRODUCTION DIVISION, WAR INDUSTRIES BOARD.

See *Production Committee, War Industries Board.*

PRODUCTION SECTION, ENGINEERING AND STANDARDIZATION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created January 25, 1919, to have charge of applying advanced production engineering methods to War Department procurement, to maintain productivity and traffic accessibility, to ascertain sources of all commodities, raw materials, and substitutes required by the War Department, and to make an industrial inventory of War Department manufacturers. Gordon Grand, Lieut. E. S. Bahney, Capt. A. O. Forster, and Capt. W. E. Palmer successively acted as chief.

PRODUCTION SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Established September 7, 1917. It was responsible for the regular and adequate supply of all articles which were procured by the Gun Division. Before their purchase it recommended the source of supply, while after their purchase it was its duty to maintain a proper balance of components and raw materials and to assist contractors in actual manufacturing operations. Its organization consisted of the Control, Administration, Manufacturing, Statistical, and Labor Branches. The Manufacturing Branch kept data concerning manufacturing facilities and capacity, had charge of the distribution of materials and components, and directed and supervised the production of all articles contracted for by the Gun Division. Subordinate to it were the Plant Survey, Distribution and Production Subbranches, and a field force. The Statistical Branch gathered statistical data pertaining to the Production Section, this work including the tabulation of data relating to plant surveys, the tabulation of statistics relative to manufactures, labor, wages, etc., and the compilation of production charts. The Labor Branch supervised labor conditions in the plants of manufacturers having contracts with the Gun Division, assisted contractors in securing and retaining labor, and assisted in the handling of labor problems arising in connection with the enforcement of the selective-service act. By an order dated January 17, 1918, the Production Section of the Gun Division was transferred to the Production Division of the Ordnance Department. Maj. C. C. Jamieson, chief.

PRODUCTION SECTION, SMALL-ARMS DIVISION, ORDNANCE DEPARTMENT.

Organized June, 1917, to design, develop, and maintain progress charts showing production at each plant and to take action necessary to stimulate production. It developed new sources of manufacturing,

investigated machine equipment and capacities, organization, personnel, labor, supply, financial conditions, and output of private plants and arsenals. Capt. A. M. Holcomb, chief.

PRODUCTION AND INSPECTION BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Organized July 17, 1918, to have supervision over all matters relating to the production and inspection of hardware and metals. This branch was transferred to the General Supplies Division, October 28, 1918. Maj. Joseph Odlin, chief.

PRODUCTION AND INSPECTION BRANCH, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Created January 26, 1918, as the Inspection Branch, title changed April 16. Prior to May 18 it reported to Supply and Equipment Division, and after that date until June 14 to the Clothing and Equipage Division, when it was abolished. It had charge of standardizing inspection methods in all operating branches of the division. Malcolm Donald, chief.

PRODUCTION, OPERATORS' PRICES, AND LEGAL DIVISION, UNITED STATES FUEL ADMINISTRATION.

See *Bureau of Production*, *Bureau of Prices*, *Legal Bureau*, *Administrative Division*, *United States Fuel Administration*.

PRODUCTION, PLANNING, AND FOLLOW-UP BRANCH, SUPPLY AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Formed January 26, 1918, to record production plans for articles outlined by the Supply Requirements Section of the Supply Control Bureau. Abolished April 16, 1918.

PROGRAM SECTION, PURCHASE DIVISION, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to study program of purchase and to insure synchronization of purchase with requirements. This section ceased to function November 30, 1918. Maj. D. F. Edwards, chief.

PROJECT MANAGER, HOSPITAL SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

Created April 16, 1917. The project manager was responsible for the design of hospital and dispensary layouts and buildings, the preparation of drawings and specifications, and the allotment of funds for expenditures in connection with hospital work. The duties of this office were performed by T. W. Southworth.

PROJECTILE SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established January 15, 1918. It supervised all negotiations connected with the purchase of completed artillery ammunition projectiles, including proof shot and other proof material for artillery ammunition. The interior organization of the section varied from

time to time, but when the armistice was signed, it stood as follows: Fuze and Cartridge Case Branch, Shell and Component Forging Branch, Shell Machinery Branch, and Shell Component Branch. On February 13, 1918, the Fuze Section of the Procurement Division was taken over by the Projectile Section, which absorbed its entire commissioned and civilian personnel. The heads of the section were as follows: Maj. Gordon Grand, appointed January 15, 1918; Maj. M. G. Baker, appointed February 27, 1918; Col. R. P. Lamont, appointed March 1, 1918; and Maj. Rodney D. Day, appointed acting head on July 27, 1918, and head on December 10, 1918.

PROJECTILE STEEL SECTION, STEEL DIVISION, WAR INDUSTRIES BOARD.

Created June 1, 1918, as a section in the Steel Division to have charge of the allocation of shell steel, rail, and cold-drawn steel. Capt. D. E. Sawyer, chief.

PROJECTS FOR NEW FACILITIES NOW AUTHORIZED OR PROPOSED, BOARD TO REVIEW; ORDNANCE DEPARTMENT.

This board, consisting of three officers and one civilian, was appointed on October 26, 1918, to review projects for new ordnance manufacturing facilities authorized or proposed, with the object of reporting such modifications of these projects as should appear after investigation to be advisable. The work of the board was carried on under the direction of Brig. Gen. W. S. Peirce.

PROPERTY ACCOUNTS BRANCH, FINANCE AND ACCOUNTING DIVISION, QUARTERMASTER GENERAL.

Audited property returns of quartermasters except returns of subsistence stores and handled all matters pertaining to the proper accountability of quartermasters for other than subsistence stores. From January 26 to April 16, 1918, the duties of the branch were performed by the Finance and Accounts Branch of the Administrative Division. After April 16 the branch became part of the Finance and Accounts Division, which was transferred to the Office of the Director of Finance on October 21, 1918. Lieut. Col. W. H. Noble, head of the branch.

PROPERTY ACCOUNTS DIVISION, DIRECTOR OF FINANCE.

Established October 11, 1918, in accordance with Supply Circular No. 98, which provided that the Director of Finance should be responsible for the finances of the several corps, departments, and other separate activities of the Army, including the accounting for funds and property. Under the divisions were an Executive Branch, established October 11, 1918; an Audit Branch, established April 1, 1919; and a Survey Branch, established April 21, 1919. The Executive Branch exercised supervision over the administration work of the division. The Audit Branch handled the auditing of property accountability and of contracts for quartermaster property work during the war. Subordinate to it were 18 zone property auditors. The Survey Branch received, reviewed, and prepared for the action of the Secretary of War all reports of survey and inspection and inventory reports for all branches of the military service. Under

the Property Accounts Division were separate branches which supervised the examination, adjustment, and settlement of returns covering signal, engineer, quartermaster, medical, and ordnance property. Col. Charles O. Thomas, chief of division.

PROPERTY BUREAU, HOUSING DEPARTMENT, PASSENGER TRANSPORTATION AND HOUSING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

This bureau managed the completed housing projects of the Emergency Fleet Corporation. Each realty company employed and paid its own manager who reported to the bureau on the following matters: Forms of application, leases, restrictions, and regulations; rentals; procedure followed in allotment of houses; upkeep; community activities. Through its Public Utilities Branch the bureau also conducted negotiations with municipal and private companies for the extension of utilities to projects. H. G. Aron, chief.

PROPERTY DIVISION, MOTOR TRANSPORT CORPS.

Established shortly after the organization of the Motor Transport Corps, which was authorized August 15, 1918. This division was responsible for the handling of property estimates, for the keeping of property records, and for such accounting as was necessary in the work of the division. It functioned through the following branches: Estimates, Record of Procurements, Property Accounting, and Bonds of Officers. Col. W. H. Noble, chief.

PROPERTY DIVISION, ORDNANCE DEPARTMENT.

Established on May 31, 1917, previous to which time its work had been performed by the Property and Finance Division. It was responsible for the care of ordnance property until it was properly expended for authorized purposes, worn out in the public service or otherwise disposed of in accordance with regulations. A property office was maintained in France for the purpose of auditing all ordnance property returns in that country. The division functioned through the following sections: Equipment Table, Filing, Examining, Record, Administration, Store, Mail and Record, and Adjustment. On January 14, 1918, the work of the division was taken over by the Property Section, Administrative Division of the Ordnance Department. Col. T. L. Ames, chief.

PROPERTY SECTION, GENERAL ADMINISTRATIVE BUREAU, ORDNANCE DEPARTMENT.

Created January 14, 1918, to handle all matters relating to property accountability for ordnance material issued to the military forces, depots, arsenals, and the bureaus and divisions of the Ordnance Department. The section also audited and directed the adjustment of all property accounts and returns. A property manager was appointed for each ordnance district. The section functioned through the following branches: Property Auditing and Property Accountability, Lieut. Col. F. W. Harris, chief, succeeded by Maj. R. M. Broadwell.

PROVING GROUND, LAKEHURST, N. J., CHEMICAL WARFARE SERVICE.

This plant had charge of the proving of gas shells and conducted experiments with gas and gas shells after they had been turned over by the Research or Gas Offense Production Division. It was transferred to Chemical Warfare Service June 28, 1918, with Lieut. Col. W. S. Bacon as commanding officer.

PROVOST MARSHAL GENERAL, WAR DEPARTMENT.

Maj. Gen. Enoch H. Crowder, Judge Advocate General of the Army, was detailed as Provost Marshal General on May 2, 1917, and was charged with the execution of the Selective Service Act of May 18, 1917. In organizing the machinery for this task, the principle of supervised decentralization was applied, whereby the work was performed through certain agencies, the local and district boards. The task of creating and maintaining the necessary organization was delegated to the executives of the 48 States and the 3 Territories of Alaska, Hawaii, and Porto Rico, and to the Board of Commissioners of the District of Columbia. Through them the Provost Marshal General regulated the activities of some 4,600 local and 160 district boards. The State executives made recommendations covering the appointment of members of the local and district boards, though the appointments were actually made by the President. Cooperating with the local and district boards were industrial advisers, Government appeal agents, legal and medical advisory boards, and boards of instruction. Broadly speaking, it was the function of the Provost Marshal General to direct the process of selecting men for induction into the military service, from the initial registration to the actual delivering of the men in camp. This included the examination of registrants; their classificaton in groups to be summarily called; the rendering of decisions in cases involving claims for exemption; appeals from the rulings of local boards; the entraining of men for the mobilization camps; and all the details incident to these steps. The Office of the Provost Marshal General did not concern itself with details to any greater extent than was absolutely necessary in order to secure the efficient operation of the machinery functioning under it. It formulated selective service regulations and made general rulings, but did not concern itself with rulings in industrial cases. The scope and nature of its activities may be judged from an enumeration of the divisions into which the office was divided, which were as follows: Administrative, Alien, Appeals, Auxiliary Agencies and Statistics, Classification, Finance, Information, Inspection and Investigation, Law, Medical Mobilization, Publication, and Registration. The first registration pursuant to the act of May 18, 1917, included males between the ages of 21 and 30, and was held on June 5, 1917. On May 20, 1918, Congress passed a joint resolution requiring the registration of all males who had attained the age of 21 since June 5, 1917. This second registration was held June 5, 1918. On August 31, 1918, a bill was passed extending the provisions of the act of May 18, 1917, by subjecting to military service all male citizens and declarants between the ages of 18 and 45, inclusive. The total number of persons registered on these three dates was 24,234,021. Between April 2, 1917,

and November 11, 1918, a total of 2,810,296 men were inducted under the selective service act. The average per capita cost of the draft per man inducted was $7.90, as against $227.71 in the Civil War. The lowest cost per capita was in Florida, $2.64, and Oklahoma, $2.65; the highest in Arizona, $10.49, and Delaware, $10.94. (From Second Report, Provost Marshal General.)

PROVOST MARSHAL GENERAL, STATE, TERRITORIAL, AND DISTRICT HEADQUARTERS.

The selective service act authorized the President "to utilize the services of any or all departments and any or all officers or agents of the States, Territories, and the District of Columbia," in carrying out its provisions. Section 27 of the Selective Service Regulations drawn up by the Provost Marshal General charged the governors of the various States with general supervision over all matters arising in the execution of the selective draft within the respective jurisdictions. In accordance with this plan there was built up an organization based upon the principles of "supervised decentralization." In practice the governors of the States delegated the performance of their duties to the adjutant generals of their respective States, each of whom was assisted by a military aide and an Army medical officer. The principal duty of State headquarters was the creation, establishment, and maintenance of registration, selection, and auxiliary boards. In theory these boards were appointed by the President, although the actual selection of personnel was made by the governors. The State and territorial headquarters had many other miscellaneous functions, however, which included the handling of delinquency cases, distribution of supplies, apportionment of quotas, the preparation of reports called for by the Provost Marshal General, and the interpretation of regulations. Under the direction of the State executives were the local district boards, the legal advisory boards, medical advisory boards, and Government appeal agents. Their activities were supervised and coordinated by State inspectors. There were 52 of these executive headquarters, one for each of the 48 States, the District of Columbia, and the territories of Alaska, Hawaii, and Porto Rico.

PSYCHOLOGY, DIVISION OF; SURGEON GENERAL'S OFFICE.

Establishment authorized January 19, 1918. From August 17, 1917, until January 19, 1918, the work of the Division of Psychology had been carried on by the Section of Psychology, which reported to the Division of Neuropsychiatry of the Surgeon General's Office. The Division of Psychology devised a plan for examining and rating the commissioned and enlisted personnel of the Army with a view to determining the mental qualities and general intelligence of individual officers and enlisted men. Psychological examiners were trained in methods of examination and were assigned to the various camps where they carried on the work of the division. The data thus obtained proved invaluable to the work of the Committee on the Classification of Personnel of the Adjutant General's Department. The division also cooperated with the Psychology Committee of the National Research Council. The chief of the division was Robert M. Yerkes.

PUBLIC HEALTH NURSING, COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Under Mary Beard, chairman, cooperating with the National Organization for Public Health Nursing, it submitted a plan to manufacturers' associations and trade organizations which increased the number of public health and industrial nurses to meet war industry needs and to conform with the aims of the "Children's Year" program.

PUBLIC HEALTH NURSING, NATIONAL ORGANIZATION FOR; WAR PROGRAM COMMITTEE.

Created December 15, 1917, to educate the people of the United States in the use and value of public health nursing, to increase the membership, to secure funds, and to increase the importance of the organization. Mrs. Chester C. Bolton, chairman.

PUBLIC HEALTH SERVICE, TREASURY DEPARTMENT.

The civilian medical and sanitary service of the Government, operating under the supervision of the Secretary of the Treasury. Its primary activities are the study and prevention of communicable and epidemic diseases, the promotion of public health and sanitation education, the enforcement of national and interstate quarantine regulations, the examination of alien immigrants and seamen, the treatment of discharged sick and disabled members of the military and naval forces, and the maintenance of marine hospitals. The war gave added scope and importance to the activities of the service. It developed upon the service to safeguard the health of soldiers and sailors in territory beyond the control of the Army and Navy medical services, whose jurisdiction is confined to territory under military control. To effect this object the service established 43 extra cantonment zones around the military cantonments, posts, and stations. Within the zones all possible measures for the promotion of hygiene and sanitation were taken. Special attention was given to control of venereal diseases, the work being directed by the Bureau of Venereal Diseases established by the act of Congress of July 9, 1918. It was the policy of the service to operate to the maximum extent possible through and with local police and health services. The work was vitally aided by the American National Red Cross, which supplied funds to the amount of $500,000 to maintain sanitary units in the extra cantonment zones. By the presidential order of July 1, 1918, the control of all Government activities for civilian health was given to the public health service. By virtue of this order the service took over the health and sanitation control of all communities engaged in war industry, especially those engaged in shipbuilding and munitions manufacture. The task of stemming the influenza scourge of the fall of 1918 devolved upon the service. With funds provided by act of Congress the service mobilized the medical profession, the Red Cross personnel voluntarily offered, and the local forces available, for fighting the spread of the epidemic. The chief of the Public Health Service during the war period was Surg. Gen. Rupert Blue. The assistant surgeon generals in charge of bureau divisions were as follows: J. C. Perry, Personnel and Accounts; W. G. Stimpson, Marine Hospitals and Relief; J. W. Schereschewsky,

Scientific Research; A. J. McLaughlin, Domestic Quarantine; R. H. Creel, Foreign Quarantine and Immigration; and B. S. Warren, Sanitary Reports and Statistics.

PUBLIC INFORMATION, DIRECTORS OF; UNITED STATES FOOD ADMINISTRATION.

See *States Section, Public Information Division, United States Food Administration.*

PUBLIC INFORMATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in June, 1917. This division had charge of the dissemination of conservation literature, of the preparation for publication of pamphlets, press releases and pictures. The literature for use in the States was prepared by the division and sent out through the States section. The name of the division was changed in February, 1918, to the Educational Division. It functioned through the following sections: Copy Desk, Press Clipping, Publications, Magazine and Feature, Illustrations, Trade and Technical Journals, Farm Journal, Advertising, Retail Stores, States Public Information, Library, Religious Journals, and Negro Press. Ben S. Allen, director.

PUBLIC ROADS, BUREAU OF; DEPARTMENT OF AGRICULTURE.

All the war-time activities of the bureau were carried on as "continuing activities" under the congressional appropriations for the regular work of the bureau. Engineers were assigned to assist the Construction Division of the Army in planning and constructing roads in the various camps and cantonments. A number of public roads serving military reservations were also placed under construction, in whole or in part, as Federal-aid road projects under cooperative agreements between the Department of Agriculture, represented by the Bureau of Public Roads, and the highway departments of the States in which the work was done. Representatives were assigned to the Emergency Fleet Corporation and to the United States Housing Corporation to assist in the street and paving work involved in their respective housing programs. Highway maps were prepared, of particular importance being the Army truck route maps from Detroit to Baltimore, which were prepared in cooperation with the Geological Survey and the Engineer Corps for the Motor Transport Corps. Certain technical investigations connected with the use of concrete in ship construction were made at the request of the Concrete Ship Division of the Emergency Fleet Corporation. Logan Waller Page, director.

PUBLIC SEATING EQUIPMENT WAR SERVICE COMMITTEE.

Organized August 29, 1918, with Subcommittees on School Room and Auditorium Seating Industry, Church Furniture Industry, and Opera and Assembly Seating Industry. The committee cooperated with the Building Materials Section and the Conservation Division of the War Industries Board. Wayne Wills, chairman.

PUBLIC SERVICE AND ACCOUNTING, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

The organization of this division was announced on February 9, 1918, under C. A. Prouty as director. The activities of the division divided themselves into two groups as follows: (1) Those relating to the service rendered the public, i. e., the character of the service rendered by the roads, together with questions involving rates, maintenance of property, as well as considerations of safety to the public, (2) those relating to the accounts of the Director General and the individual roads under his control. The latter included the supervision of the accounting departments of all railroads and the issuing of instructions looking to the economical unification of accounting methods and practices. The central office of the division kept the records relating to the disbursement of the revolving fund appropriated by Congress, including the purchase of equipment for the railroads under Federal control. Beginning with January 1, 1919, the accounts of the division showed the operating results of the Federal controlled carriers, including the assets and liabilities connected therewith. Under the director of public service and accounting were an Accounting Committee, an Auditing Section, a Traffic Section, and a Short Line Section. Effective February 1, 1919, the division was reorganized and the two Divisions of Public Service and of Accounting were created separately, each taking over the appropriate functions of the former organization. The Traffic and Short Line Sections were placed under the Division of Public Service, of which Max Thelen became director. The Accounting Committee and the Auditing Sections were placed under the Division of Accounting, of which C. A. Prouty was appointed director.

PUBLIC SERVICE RESERVE, UNITED STATES DEPARTMENT OF LABOR.

Created June 14, 1917, by the Secretary of Labor. It was planned as a registration agency for patriotic citizens who were desirous of doing war work, either directly for the Government or for enterprises engaged in Government work. It at first reported directly to the Office of the Secretary, and served as a filing agency to supplement the work of the United States Employment Service. Upon the creation of the permanent, independent Employment Service the Public Service Reserve became part of that service. The Public Service Reserve was in immediate charge of a national director. A Federal director was appointed for each State, who in the majority of cases was the same official who held the position of Federal director of the United States Employment Service. In addition there was built up a force of some 15,000 volunteer enrollment agents under the Federal director for the States so that every locality might be reached for the purpose of recruiting needed war workers. In the early months of its existence it confined its activities to the indexing and classifying of applicants for Government service, and from its lists thousands of men, mostly of the higher skilled types, such as engineers, technical experts, and skilled mechanics, were furnished to the Army and Navy and Government departments. In the early part of 1918, upon the request of the United States Shipping Board, a campaign was undertaken in which there were enrolled 270,000 skilled workmen in

the United States Shipyard Volunteers as a part of the United States Public Service Reserve. The State and local councils of defense and the Four-Minute Men cooperated in this campaign. After its attachment to the United States Employment Service the Public Service Reserve functioned as the recruiting branch of that service. William E. Hall, director.

PUBLIC WORKS AND CONSTRUCTION DEVELOPMENT DIVISION, INFORMATION AND EDUCATION SERVICE, DEPARTMENT OF LABOR.

Created in January, 1919, taking over and enlarging the work of the Economics Division. Its function was to assist in restoring industry from a war to a peace basis. For this purpose it undertook a campaign to encourage public works and private building construction. Its activities were carried on through the following sections: Collaboration and Policy, Correspondence, Economics, Publicity, Advertising, Speakers, Poster, Industrial Plants, Own-Your-Own-Home. Franklin T. Miller, director.

PUBLICATION BRANCH, UNITED STATES GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

Prepared and printed maps and other highly confidential data required in the military program, among which may be mentioned the reprinting of maps of Belgium and parts of Germany, index map to Army activities, numerous reproductions and originals required by Army services, and admiralty charts and camouflage designs for the Navy Department. It translated and prepared for publication the Manual for Artillery Orientation Officers. It functioned through the following units: Book Publication; Texts, George McL. Wood, editor; Distribution, R. C. Shelse, in charge; Map Editing; Engraving and Printing, S. J. Kubel in charge.

PUBLICATION DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

See *Publicity Division.*

PUBLICATIONS, DIVISION OF; DEPARTMENT OF AGRICULTURE.

Created prior to the outbreak of the war. The functions of the Department of Agriculture—namely, to stimulate the output of agricultural products and to promote the conservation of foodstuffs—were of great importance during the war. From April 1, 1917, when the Agricultural Department inaugurated its campaign of increased production and conservation of foodstuffs, to December 31, 1918, the Division of Publications supervised the editing, printing, and distribution of emergency leaflets, circulars, bulletins, posters, placards, etc., to the number of 49,429,283. All of these publications were prepared as a part of the department's war program, in addition to the regular activities of the division. Through the Motion Picture Section the equivalent of about 600 reels of pictures was shown in the United States about 2,000 times to at least 1,000,000 people. Four important campaigns were conducted. A large number of lantern slides dealing with the preservation of perishable fruits and vegetables were exhibited in States where an emergency existed. A forest-fire prevention campaign through motion pictures was conducted in

California in cooperation with State agencies. Commercial motion picture weeklies carried special pictures relating to the raising of backyard poultry. The most important of these campaigns dealt with farm labor, appeals being made through motion pictures for the enlisting in farm work of people from the cities. Up until July 16, 1918, J. A. Arnold was chief of the division, when he was succeeded by E. B. Reid.

PUBLICATIONS SECTION, INSPECTION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created August 15, 1918. This section had charge of the preparation, publication, and distribution of the Inspection Manual and of the work of standardizing methods of subsistence inspection. Capt. W. H. Warren was chief until August 24, 1918, when he was succeeded by Lieut. C. R. Housum.

PUBLICATIONS SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

An outgrowth of the Division of Shipyard Volunteers, both being under the direction of R. D. Heinl, as manager. It was established on April 3, 1918, and was organized to edit and distribute the Emergency Fleet News, to prepare and circulate feature stories, booklet and poster advertising, to prepare, circulate, and generally control advertisments and periodicals issued under the corporation, and in general to inform and stimulate the public, especially the shipworkers, by means of pictures and publications. The Emergency Fleet News as the official organ of the corporation, published weekly, ceased in January, 1919, and was succeeded by the Shipbuilders' Bulletin. Other publications of the section were the Shipyard Bulletin (weekly) and the Emergency Fleet Bulletin (monthly), both broadsides for posting in the yards and plants engaged on work for the corporation. R. D. Heinl, executive head, resigned December 20, 1918, succeeded by J. S. Hall, who was succeeded by W. C. Mattox on April 12, 1919. On May 28, 1919, the section was abolished and its work continued by A. G. Brenton as assistant in charge of publications attached to the vice president in charge of administration.

PUBLICITY, DEPARTMENT OF; AMERICAN NATIONAL RED CROSS.

This department was the main channel of communication and understanding between headquarters, the great body of Red Cross workers, and the public. This department functioned through the following bureaus: News Service, Motion Pictures, Advertising, Speakers, Translation and Information, Red Cross Magazine, Magazines, Reference and Clipping, Photographic Laboratory. Ivy L. Lee, director general.

PUBLICITY DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent division whose function was to give out items of current interest on child-welfare topics and, in particular, on the work of the Children's Bureau. During the war the division was engaged in reading and summarizing material on war-time welfare in certain European countries and British dominions and also in

carrying out the bureau's cooperation with the Child Conservation Section of the Field Division of the Council of National Defense in the "Children's Year" activities from April 6, 1918, to April 6, 1919. On January 1, 1919, the name of the division was changed to Publication Division. Miss Anna Rochester was director, succeeded by Miss Harriet Anderson.

PUBLICITY SECTION, DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized October 20, 1917. It was charged with the task of securing close cooperation between the United States Food Administration and wholesale and retail grocers. To this end pamphlets and leaflets giving information as to rules and regulations and explaining the necessities of a situation which called for regulation were circulated to wholesale and retail distributors. The pledge campaign was instituted and carried out through this section, retailers being pledged to observe rules and regulations and comply with Food Administration requests. Albert N. Merritt, head of section.

PUBLICITY, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Composed of the chairmen of the eight subcommittees making up the Committee on Labor. Dr. E. T. Devine, director of the New York School of Philanthropy, was appointed chairman by Samuel Gompers, chairman of the Committee on Labor, shortly after the formation of the latter committee in April, 1917. Not long after this Dr. Devine sailed for England and the subcommittee as such never functioned, except through its individual members acting as chairmen of their own subcommittees.

PULLMAN CAR LINES, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Organized August 17, 1918. The operating department of the Pullman Co. had previously been placed under Federal control. The organization of the department under the name of the Pullman Car Lines involved simply a change to a form of administration under the control of a Federal manager. L. S. Taylor, Federal manager.

PULP AND PAPER DIVISION, WAR INDUSTRIES BOARD.

Reorganized October 1, 1918, to continue the enlarging functions of the Pulp and Paper Section, War Industries Board. It functioned through the following five sections: Manufacturing, Newspaper, Periodical, Fiber Board and Container, and Paper Economies. By its regulations it brought about great conservation in use of wrapping and tissue paper, paper bags and boxes, and office stationery. It ordered textbook publishers to cut annual production 50 per cent. It announced on August 27, 1918, regulations for control of paper used in the production of all periodicals entered at the post office as second-class mail matter except newspapers and agricultural publications, which were subject to special regulations. The lifting of regulations began at once after the signing of the armistice. The division was discontinued December 31, 1918. Thomas E. Donnelly, director.

PULP AND PAPER SECTION, WAR INDUSTRIES BOARD.

Organized June 6, 1918, with William B. Colver, chief, succeeded July 2, 1918, by Thomas E. Donnelly.

See *Pulp and Paper Division, War Industries Board.*

PURCHASE BRANCH, ENGINEERING DIVISION, SIGNAL CORPS.

At the outbreak of war the Purchase Branch of the Engineering Division had charge of all procurement of Signal Corps property, including inspection and delivery. It did not supervise traffic, however, which was handled by the Quartermaster Corps. It also had supervision of Signal Corps Supply Depots. On June 2 its functions were taken over by the Purchase and Supply Depots Branch of the Division of Finance and Supply. The chief of the Engineering Division was Maj. Charles Wallace, and of the Purchase Branch, Capt. A. C. Voris.

PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to formulate and supervise the execution of the War Department purchasing policy, to study methods of purchase, to recommend changes and improvements, to supervise and coordinate all matters involving patents, and to supervise and direct the operations of the Board of Appraisal and the Board of Contract Adjustment. It functioned through the following sections: Patents, Purchase Information, and Methods. Max Thelan, chief, September 6, 1918, to December 6, 1918; Lieut. Col. H. H. Lehman, December 6, 1918, to January 21, 1919; Col. L. C. Seherer, January 21, 1919, to January 31, 1919; Col. J. L. Knowlton, January 31, 1919, to April 28, 1919. Col. Frank C. Boggs, April 28 to date.

PURCHASE, DIRECTOR OF; PURCHASE AND STORAGE.

Created September 12, 1918. The Director of Purchase was charged with the purchase, production, and inspection of all supplies for the Army placed under his jurisdiction. It functioned through the following divisions: Purchase, Administrative, Clothing and Equipage, Subsistence, Motors and Vehicles, Machinery and Engineering Materials, Raw Materials, General Supplies, Remount, Medical and Hospital Supplies. Brig. Gen. W. H. Rose, director.

PURCHASE, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

See *Finance and Purchases, Division of; United States Railroad Administration.*

PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

During the war the personnel of this division was expanded to 14 times its prewar number in order to permit of specialization along commodity lines, representatives of the several groups serving upon the appropriate bodies grouped within the War Industries Board. Navy purchasing remained in charge of a separate organization, but was conducted through these commodity sections with that of other agencies of the Government. The Purchase Division re-

tained its old system of competitive buying but enlarged its list of bidders, to whom schedules were sent. Some material had to be commandeered, and other contracts were let on a cost-plus basis, the settlements and the payments on the cost-plus contracts being determined by the Accounting Division. With an increased personnel and enlargement of naval operations, the Purchase Division was able to procure for the Navy all necessary supplies. The division functioned through the following sections, which were points of contact with the corresponding sections of War Industries Board, and gave technical aid to the Navy Department on the purchase of these commodities: Chemical, Lieut. Commander Donald Riley, chief; Provisions, Lieut. S. I. Marks, chief, succeeded by Lieut. E. E. Rogerson; Lumber, C. M. Morford, chief; Electrical, Ensign Guy Ellis, chief; Cotton, W. E. Hooper, succeeded by Ensign C. J. Calloway, chief; Hardware and Hand Tool, Lieut. Brenninger, chief; Woolens and Uniform, Lieut. Leo. Kane, chief; Miscellaneous Commodities, Lieut. A. B. Peacock, chief; Cement and Building Materials, Lieut. S. I. Marks, chief; Non-Ferrous Metals, Lieut. M. A. Marks, chief; Steel, Lieut. Commander S. R. Fuller, jr., chief. The following sections also reported directly to the Purchase Division and carried on portions of its activities: Supply, Open Purchase, Correspondence, Legal, Award, Contract, Emergency Purchase, Navy Order, Priority, and Mailing List. Commander J. M. Hancock was chief of the Purchase Division during the period of the war.

PURCHASE SECTION, GUN DIVISION, ORDNANCE DEPARTMENT.

Established September 7, 1917, for the purpose of centralizing all the purchasing functions of the Gun Division with the exception of the Cannon Section. It had control of all matters relating to contractual relations between contractors and the Gun Division. It worked in cooperation with the other allied sections in the division, and was consulted in all matters which involved large sums of money for experimental work. The internal administration of the section varied from time to time, but the organization in its first stage included the following branches: General Control, Legal Office, Finance, Projectile, Fuse, Cartridge Case, Trench Warfare, Explosives, Loading, Raw Materials, Packing Container, Miscellaneous, Administration, and Cannon. By an order dated January 13, 1918, the entire Purchase Section was transferred to the Procurement Division of the Ordnance Department. Maj. C. T. Cook, in charge.

PURCHASE INFORMATION SECTION, PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to assemble and distribute to the public and to give information regarding the purchase and sale of Government commodities for the Army, and to direct and assist in the adoption of surplus supplies to military uses, and to convert existing peace industries to war work. During hostilities all information given out was subject to the censorship of the Military Intelligence Division. L. H. Pearsall, chief, September 5, 1918, to December 15, 1918, followed by Capt. Maurice Manderville.

PURCHASE, DIVISION OF COORDINATION OF; UNITED STATES FOOD ADMINISTRATION.

Created November 27, 1917, to assist the Army, Navy, allied and neutral countries in securing food supplies without unduly disturbing food conditions and price levels in America. The division worked through the Food Purchase Board, Allied Provisions Export Commission, and the Exports Bureau of the War Trade Board, which handled requests for neutral purchases. The division advised these agencies as to the method of purchase to be adopted whereby the market conditions would be the least disturbed and the quantities desired secured so far as possible. William S. Thorne, chief, until January 16, 1918, succeeded by Frederick S. Synder. H. L. Gutterson was directly in charge of the affairs of the division.

PURCHASE ADMINISTRATIVE DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 19, 1918, to have charge of personnel, methods, and coordination of purchase activities. It functioned through the following branches: Purchase, Production, Inspection, Research and Design, External Relations, Purchase Records, Award and Contract, and Office Service. G. P. Baldwin and Col. H. S. Kilbourne successively acted as chief.

PURCHASE AND STORAGE, DIRECTOR OF; WAR DEPARTMENT.

Created September 12, 1918, to have responsibility and authority over the purchase of such articles as were assigned to this organization from time to time and the storage, distribution, and issue within the United States of all supplies for the Army. The office was divided into the following four main divisions: Administrative; Requirements; Director of Purchase, which office controlled all procurement of rations; Director of Storage, which office had charge of all storage and salvage. Brig. Gen. R. E. Wood, director, September 12, 1918, succeeded by Maj. Gen. H. L. Rogers, February 13, 1919.

PURCHASE, STORAGE AND TRAFFIC DIVISION, GENERAL STAFF, WAR DEPARTMENT.

Created by General Orders, No. 36, dated April 16, 1918, through the consolidation of the Purchase and Supply and the Storage and Traffic Divisions. The division was organized for the purpose of enabling the Chief of Staff to exercise effectually his supervisory and coordinating powers in respect to the procurement, storage, and movement of supplies, and the movement of troops. General Orders, No. 80, dated August 26, 1918, stated the functions of the division in detail and showed its organization. At that time there were four branches: Purchase and Supply, Inland Transportation, Storage, and Embarkation. From time to time changes of organization took place within the division. Supply Bulletin No. 29, dated November 7, 1918, showed the following seven branches as the organization existing at the signing of the armistice: Executive, Statistics and Requirements, External Relations, Research, Purchase, Production, and Inspection. The Purchase, Storage and Traffic Division did not purchase supplies, but directed the policy of the various supply bu-

reaus with reference to purchase as well as storage and traffic. The division served as a means of coordinating the purchasing activities of the supply bureaus and established a point of contact where bureaus might obtain information in regard to the policy and procedure to be followed in supplying the Army. Director of Purchase, Storage and Traffic, Maj. Gen. George W. Goethals, succeeded by Maj. Gen. George W. Burr.

PURCHASE, STORAGE AND TRAFFIC DIVISION, SIGNAL CORPS.

Organized as of June 20, 1918, to handle all matters pertaining to the procurement and distribution of signal material. On June 23, 1918, all procurement functions properly belonging to the Signal Corps were separated from the Bureau of Aircraft Production, which was given exclusive charge of the production of airplanes and airplane equipment. A Procurement Section was created, subordinate to the Purchase, Storage and Traffic Division, to handle the purchase, production, and inspection of Signal Corps material. The Procurement Section remained practically intact until the end of the war. Brig. Gen. C. McK. Saltzman, chief of the division; Maj. I. D. Hough, chief of the Procurement Section.

PURCHASE RECORDS BRANCH, PURCHASE ADMINISTRATIVE DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created June 14, 1918, as a branch of the Methods Control Division. It was transferred to Supply Control Division July 16, 1918, and to Purchase Administration Division November 1, 1918. This branch secured data, compiled records, reports, and statistics relating to purchases. H. L. Carson, Capt. W. M. Angle, Capt. W. R. Buckley, successively acted as chief.

PURCHASE AND SUPPLY DEPOTS BRANCH, EQUIPMENT AND FINANCE AND SUPPLY DIVISION, SIGNAL CORPS.

An Equipment Division was established on August 2, 1917, and until August 29 this division, together with the Finance and Supply Division, handled the procurement of Signal Corps material through the Purchase and Supply Depots Branch. Subordinate to this branch was an Overseas Follow-Up Section, which was charged with initiating action on oversea requisitions and making recommendation for purchase and provision for export. It also developed a method of packing and marking oversea shipments. On August 29, 1917, all procurement duties were taken over by the Equipment Division. Capt. R. M. Jones, chief.

PURCHASE AND SUPPLY DEPOTS BRANCH, FINANCE AND SUPPLY DIVISION, SIGNAL CORPS.

The Engineering Division was named the Finance and Supply Division on June 2, 1917, and the Purchase and Supply Depots Branch took over the procurement functions which had formerly been handled by the Purchase Branch of the Engineering Division, which included everything connected with the procurement of Signal Corps property, with the exception of traffic. On August 29, 1917, the Purchase and Supply Depots Branch became subordinate to the Equipment and Finance and Supply Divisions. Capt. A. C. Voris,

chief, until June 8, 1917; succeeded by Lieut. R. M. Jones. Maj. Charles Wallace was chief of the Finance and Supply Division.

PURCHASING AGENT, POST OFFICE DEPARTMENT.

A permanent organization of the department. It had charge of the purchase of supplies for the postal service and the making of contracts for all franked envelopes used by the various departments of the Government. It is estimated that approximately 1,500,000,000 envelopes were purchased during the period of the war for use in war work. In order to meet this requirement it was found necessary to take steps, in cooperation with the War Industries Board, to mobilize the entire envelope industry. James A. Edgerton, purchasing agent, reporting to the Postmaster General.

PURCHASING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed January 26, 1918, as the Purchasing and Control Branch, changed to Purchasing on April 16. It was under the Supplies and Equipment Division prior to May 18, and after that date to the Clothing and Equipage Division until June 14, when it was abolished upon reorganization of the Clothing and Equipage Division. It had charge of purchases and contracts for materials recommended by the procurement branches. Col. H. J. Hirsch, chief.

PURCHASING BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created April 16, 1918, and known as Procurement Subdivision. On June 14, 1918, the name was changed to Purchasing Branch. This branch had charge of the procurement of subsistence items for troops at home and abroad. Maj. W. K. Nash and Maj. P. A. Swift successively acted as head of this branch.

PURCHASING COMMISSION, WAR INDUSTRIES BOARD.

Formed August 27, 1917, through the Secretary of the Treasury to arrange with the governments of Great Britain, France, Italy, Belgium, Russia, and Serbia, for the purchases of supplies for those governments in the United States. The members of the commission were Bernard M. Baruch, Robert S. Lovett, and Robert S. Brookings. As of date December 14, 1918, the arrangements made with the governments were identical, and all are yet in force except with Russia. The commission became a part of the War Industries Board March 4, 1918, as a result of the President's letter of that date to Chairman Baruch. By an arrangement with the War Trade Board on May 15, 1918, no allied government would make purchases in the United States otherwise than through or with the approval or consent of the commission. It handled all requests of allied governments for material and supplies, obtained offers at the best obtainable prices, submitted them to the accredited representatives of the allies, and finally oversaw and directed the purchases, the allies themselves determining such technical details as contracts and inspection. The expenses of the commission were prorated among the several allied governments in proportion to the approximate value of

application filed for purchases. At the date of organization of the Purchasing Commission the allied governments already had large contracts in the United States, and those contracts made with the governmental departments for explosives, chemicals, etc., were not reported to the commission, but the total amount of contracts up to September 30, 1918—practically a year—less cancellations, was:

Belgian Government	$13,640,926.59
British Government	414,059,780.39
French Government	352,336,076.24
Italian Government	143,418,546.65
Russian Government	19,628,350.08
Total	943,083,679.95

The activities of the Purchasing Commission terminated December 14, 1918. Alexander Legge was appointed business manager of the commission, and was succeeded on May 1, 1918, by James A. Carr.

PURCHASING COMMITTEE, CENTRAL ADVISORY; DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

Creation announced March, 1918. This committee assisted the Director of the Division of Finance and Purchases in the coordination and supervision of purchases by the railroads of equipment, materials, and supplies. It worked to a very large extent through the purchasing committees which were organized in each region. Subordinate to the committee were a Procurement Section, Forest Products Section, a Fuel Distributor, and later a Stores Section. It was abolished March 15, 1919, upon the reorganization of the Division of Finance and Purchases. Chairman, H. B. Spencer.

PURCHASING DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Established about June 1, 1917, under the direction of Col. R. E. Wood, general purchasing officer, to have charge of the actual buying of supplies and equipment for ships built under the Emergency Fleet Corporation. It was the duty of the division to purchase certain machinery and equipment for ships contracted for on a complete ship basis, to purchase lumber for wooden ships, steel for steel ships, raw and semifinished materials for machinery contracts, to inspect machinery and materials in process of manufacture, and to arrange for production and delivery of material at proper places and times. The organization of the division included a Dispatching Section, Lumber Administrator, Logging Officer, and assistant purchasing officers in charge of raw materials, ship outfitting, mechanical and electrical questions and lumber, and branch offices in New Orleans, Seattle, and San Francisco. On July 16, 1918, the division, together with the Production and Transportation Division, was consolidated into the Supply Division, which had been created June 12, 1918. For a brief time these former divisions preserved their identity under the titles of Purchasing, Production, and Transportation Departments, but the Purchasing and Production Departments were finally merged under the title of the Department of Purchase and Production, the former purchasing officer of the Purchasing Division becoming the manager of the consolidated departments. Col. R. E. Wood, general purchasing officer, in charge to September 12, 1917; F. A. Browne,

until the latter part of 1918; F. du P. Thomson then became head of the Purchase and Production Section, Supply Division.

PURCHASING AND PRODUCTION SECTION, SUPPLY DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Formed from the Purchasing and Production Department, which was established soon after the transfer of the Purchasing and Production Division to the Supply Division on July 16, 1918. The duties of the section included inspection, supervision of production of equipment, and purchase of all materials for the corporation. At the time of the signing of the armistice the section was composed of the following branches: Inspection, Schedules, Engine and Propelling Machinery, Boiler and Fittings, Life Boat and Chains, Pipe and Valve, Miscellaneous Equipment, Auxiliary and Deck Machinery, Electric Equipment and Turbine, Machinery Tool and Priority, Raw Metals and Lumber. F. A. Browne, manager of the department, was succeeded by F. du P. Thomson as head of the section.

PYRITES SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Formed with A. D. Ledoux, chairman, but transferred to the Chemical Alliance, Inc., as its Section on Foreign Pyrites, November, 1917.

QUARANTINE DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division which, in addition to its regular work of excluding contagion from abroad, also performed war work of a specific character under the act of Congress approved August 10, 1917. Section 9 of that act provided for the importation under certain restrictions of tick-infested cattle from Mexico, South America, Central America, the islands of the Gulf of Mexico, and the Caribbean Sea. Such animals were to be permitted to be imported subject to immediate slaughter at ports of entry. The division supervised the administration of the regulations up to the point of delivery of the cattle to the official abattoir at the port of entry. R. W. Hickman, chief.

QUARTERMASTER GENERAL, WAR DEPARTMENT.

The functions of the Quartermaster Corps at the beginning of the war were briefly as follows: Pay of officers and enlisted men in the Army; providing transportation of various kinds; furnishing all public animals employed in the service of the Army, their forage, wagons, and all articles for their use, and the horse equipment for the Quartermaster Corps; furnishing clothing, camp and garrison equipment, storehouses and other buildings; constructing and repairing roads, railways and bridges; building and chartering boats, ships, docks, and wharves needed for military purposes; supplying subsistence for enlisted men and others entitled thereto; supplying the articles of authorized sales and issues; giving instructions for procuring, distributing, issuing, selling, and accounting for all quartermaster and subsistence supplies and attending to all matters connected with military operations which were not expressly assigned to some other

department of the War Department. Shortly after the beginning of the war the problem of construction became one of great importance, and on May 16, 1917, the work of construction became an independent function under the direction of the Secretary of War and was subordinate to the Quartermaster only as regards appropriations and personnel. On April 22, 1918, the Water Transport Branch of the Transportation Division of the Quartermaster Corps was transferred to the Purchase, Storage and Traffic Division; and on June 15, 1918, the Transportation Division was abolished and its functions reassigned to other divisions. Under date of August 15, 1918, the motor transportation functions were taken from the Quartermaster Corps and set up as an independent function under the Motor Transport Corps. The Quartermaster Corps functioned through the following divisions: Administrative, Finance and Accounting, Supplies, Construction and Repair, Transportation, Clothing and Equipage, Subsistence, Requirements, Personnel, Remount, Conservation and Reclamation, Fuel and Forage, Methods Control, Central Disbursing, Vehicles and Harness, Motor Transport, Hardware and Metals, Supply Control, Warehousing, Storage, Operating and Depot. During September and October, 1918, the procurement and storage functions of the Office of the Quartermaster General of the Army were transferred to the Office of the Director of Purchase and Storage; and on October 21, 1918, the Office of the Quartermaster General was organized with the following branches: Executive, Department Personnel, Commissioned Personnel, Civilian Personnel, Enlisted Personnel, Bakery Organization, Labor Organization, Training, Cemeterial, Remount Operating, and Office Service. During November, 1918, these branches were transferred to the Office of the Director of Purchase and Storage. By the end of November, 1918, the old Office of the Quarmaster General had been changed and altered as follows: It had no control over transportation, construction, finance and accounting; and by reason of the centralization of control of procurement and distribution within the Office of the Director of Purchase and Storage, it had lost its supply and storage functions. The following acted as Quartermaser General: Maj. Gen. H. G. Sharpe, February 3 to December 19, 1917; Maj. Gen. George W. Goethals, acting, December 19, 1917, to May 9, 1918; Brig. Gen. R. E. Wood, acting, May 9, 1918, to February 13, 1919.

QUARTERMASTER STORES SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

This section was created for the purpose of exercising supervision over the sale of surplus supplies classed as quartermaster stores, including such material as food, clothing, furniture, leather and rubber goods, fuel, horses, mules, etc. It functioned through the following subsections: Subsistence, Clothing and Equipage, General Supplies, and Miscellaneous. Chief, February 15, 1919, to March 1, L. H. Hartman; after March 7, E. E. Squier, jr.

QUARTERMASTER SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. It handled the filling of requisitions for quartermaster supplies for the American Expeditionary Forces,

supervising their shipment from the interior to ports of embarkation, and designating the particular ports to which they were to be consigned. The subdivision functioned through the following branches: Vehicles and Harness, Salvage Clothing and Equipage, General Supplies, Subsistence, and Fuel and Forage. Maj. F. J. Flach, chief.

QUARTERMASTER SUPPLY CONTROL BUREAU, QUARTERMASTER GENERAL.

Established January 26, 1918. The bureau exercised control over the several divisions of the Quartermaster Corps in matters pertaining to supply. On April 16, 1918, upon the reorganization of the office of the Quartermaster General, the bureau was abolished, its functions being taken over by the Supply Control Division. Robert J. Thorne, chief.

QUARTERMASTER'S ADVISORY COMMITTEE, UNITED STATES CHAMBER OF COMMERCE.

Appointed by R. G. Rhett, president of the United States Chamber of Commerce, February 15, 1917, to cooperate with the depot quartermasters, and to furnish assistance in case it became necessary to make purchases in unusually large quantities. The chairmen met in Washington, April 2, 1917, and made suggestions to the War Department. The committees and chairmen were as follows: Boston, James D. Richards; Chicago, H. B. Lyford; Kansas City, Fred L. Dickey; New Orleans, Leon C. Simon; New York, Edward D. Page; Philadelphia, Calvin M. Smyth; Portland, W. D. Wheelwright; St. Louis, W. A. Laymen; San Antonio, Luther B. Clegg; San Francisco, Milton S. Essey; Seattle, J. D. Lowman.

QUESTIONNAIRE SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Established September 15, 1918. It worked first in an advisory way in the framing and handling of questionnaires, and when complaints of duplication became burdensome an order was issued on August 12, 1918, that all questionnaires sent by any branch of the board should first be submitted to the Division of Planning and Statistics. This led to the creation of the section. It tabulated and classified the 309 forms of questionnaires sent out by the War Industries Board. Arthur J. Abbott, chief.

RADIO DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

The division had charge of all radio stations and prescribed radio equipment for use on naval vessels. Chief, Commander S. C. Hooper, succeeded by Lieut. Commander H. P. Le Clair.

RAG AND FIBER SUBDIVISION, WOOLEN SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Created June 24, 1918, because of speculation on rags and reworked wools, to see that the prices and regulations established by the Price Fixing Committee were observed. Restrictions on rags and shoddy were removed upon the signing of the armistice. The subdivision was discontinued December 21, 1918. A. L. Gifford, administrator.

RAILROAD ADMINISTRATION, UNITED STATES.

By proclamation dated December 26, 1917, the President assumed possesssion and control of systems of transportation located wholly or in part within the United States, including railroads and all systems of transportation owned or controlled by the railroads, together with all equipment and properties pertaining thereto. Street electric passenger railways, including interurbans, were, however, excluded. Authority for this action was derived from section 1 of the Army Appropriation Act, approved August 29, 1916. Federal control became effective at noon, December 28, 1917, though the operation of the roads was to be continued as heretofore until changed by order of William G. McAdoo, who was named Director General. The avowed object of the President in assuming control was to facilitate the transportation of troops, war material, and equipment. During the fall and early winter of 1917 serious traffic congestion prevailed and situations developed which rendered imperative complete unity of administration, impossible under private control. Director General McAdoo at once began the organization of a system of control which became the United States Railroad Administration. The organization of his staff together with the various departments of the central administration was announced on February 9, 1918. In order to carry out the provisions contained in the President's proclamation, Congress passed the Federal control act, which was approved March 21, 1918. By way of compensation the act provided that each road under Federal control should receive an annual sum equivalent to its average annual railway operating income for the three years ended June 30, 1917; and it was also provided that the properties taken over were to be maintained in as good repair and with as complete equipment as when placed under Federal control. In order to carry out these provisions the President was authorized to enter into contracts with the carriers. The act expressly stated that it was a piece of emergency legislation, and provided that the period of control should not continue longer than 1 year and 9 months after the conclusion of peace. By proclamation of April 11, 1918, certain coastwise steamship lines were taken over and placed under the Director General of Railroads, and, in like manner on November 16, 1918, the President took possession of the American Railway Express Co. In order to exercise effective control over the operation of the railroads under Federal control, the country was on January 18, 1918, divided into three regions for administrative purposes, an Eastern, Western, and Southern region, each in charge of a regional director responsible to the Director General. Further subdivision becoming necessary, the Allegheny and Pocahontas regions were created on June 1, 1918, while on June 11, 1918, the Western region was divided into the Northwestern, Central Western, and Southwestern regions. Owing to the elimination of competition and the introduction of more efficient operating methods, the congestion which prevailed when the roads were taken over was cleared up and by May 1, 1918, the railroads were functioning normally again. In handling the enormous traffic involved in the movement of troops and supplies, the Railroad Administration accomplished results which would have been impossible under private control. The problem as to the future policy of the Government with reference to the railroads had not yet been solved in May, 1919. The

central organization of the United States Railroad Administration included various subdivisions which are included in the following list: Law, Labor, Finance and Purchases, Traffic, Public Service and Accounting, Transportation (name later changed to Operation), Capital Expenditures, Inland Waterways. On February 1, 1919, the Division of Public Service and the Division of Accounting were formed by a reorganization of the division which had formerly included both functions. On March 15, 1919, the Division of Finance and Purchases was succeeded by a Division of Finance and a Division of Purchases. The Director General was also assisted from time to time by committees which served in an advisory capacity, among the more important of which were the Committee on Inland Waterways and the Board of Railway Wages and Working Conditions. Walker D. Hines succeeded Mr. McAdoo as Director General of Railroads January 10, 1919. On May 1, 1919, the staff of the Director General included, in addition to the directors of the various divisions given elsewhere, the following: Assistant to Director General, Brice Clagett; general assistant to Director General, H. A. Taylor; and financial assistant to Director General, G. H. Parker.

RAILROAD TRANSPORTATION, COOPERATIVE COMMITTEE ON, COMMITTEE ON TRANSPORTATION AND COMMUNICATION, COUNCIL OF NATIONAL DEFENSE.

See *National Defense, Special Committee on, American Railway Association.*

RAILROAD WAGE COMMISSION.

Created January 18, 1918, by General Order No. 5, issued by the Director General of Railroads. It was composed of four members, as follows: Franklin K. Lane, Charles C. McChord, William R. Wilcox, and J. Harry Covington. Its function was to make a general investigation of the compensation of persons in railroad service, the relation of railroad wages to wages in other industries, the conditions respecting wages in different parts of the country, the special emergency respecting wages which existed at that time, owing to war conditions and the high cost of living, and the relation between different classes of railroad labor. The commission spent several months conducting investigation along these lines. On April 30, 1918, a report was made to the Director General of Railroads. It established broad principles dealing with the labor situation and recommended certain basic plans of increased wages aggregating approximately $300,000,000 additional for the calendar year 1918, and affecting nearly 2,000,000 employees. The recommendations of the commissions were in the main embodied in General Order No. 27, issued by the Director General on May 25, 1918.

RAILROAD WAGES AND WORKING CONDITIONS, BOARD OF.

Created by Article VII of General Order No. 27, issued on May 25, 1918, by the Director General of Railroads. It was composed of six members, three representatives of labor organizations, and three of railroad management. It was the function of this body to investigate matters presented by railroad employees or their represen-

tatives affecting wages and working conditions. The board was a purely advisory body and submitted its recommendations to the Director General for his determination. As a result of its recommendations the Director General issued various supplements, amendments, addenda, and interpretations to General Order No. 27, which had provided for increased wages to railroad employees and laid down broad principles regarding working conditions. A rule of rotation was established by the board whereby the tenure of office of the chairman expired at the end of each six months' period, and the vice chairman automatically became chairman. G. H. Sines was the first chairman, and was succeeded by F. F. Gaines.

RAILROADS' POOL, EASTERN.

Organized November 24, 1917. The pool was the outcome of a series of conferences between Government authorities and officials of eastern railroads, relative to the traffic congestion, initiated by the Railroads' War Board on November 19, 1917. The vice presidents of the lines concerned were called into conference at Washington on November 22, and tentative plans for the proposed pool formulated. On November 24 a meeting was held which was attended by Dr. H. A. Garfield, United States Fuel Administrator; E. H. Hurley, chairman of the United States Shipping Board; Robert S. Lovett, Government Priority Director; Edgar E. Clark, Interstate Commerce Commission; and the Railroads' War Board. The traffic restriction was discussed in detail and the Government officials concurred in the plans proposed by the roads. On the same day, an understanding having been reached, the Railroads' War Board directed "that all available facilities on all railroads east of Chicago be pooled to the extent necessary to furnish maximum freight movement." The action of the roads did not involve a pooling of freight tariffs or earnings by competing railways, which would have been illegal, but merely an arrangement for the use of physical equipment in common to such an extent as should be found necessary in order to enlarge sufficiently the carrying capacity of the eastern lines so as to relieve the traffic congestion. A car pool was formed, which was administered under the direction of the Commission on Car Service of the Special Committee on National Defense, American Railway Association. The Railroads' Pool was administered by a General Operating Committee.

RAILROADS' WAR BOARD, OFFICIALLY KNOWN AS EXECUTIVE COMMITTEE, SPECIAL COMMITTEE ON NATIONAL DEFENSE, AMERICAN RAILWAY ASSOCIATION.

It was organized April 21, 1917. The Executive Committee was organized under authority of a resolution adopted by the chief executive officers of the principal railway systems of the United States at a meeting held in Washington on April 11, 1917. Stated broadly, its function was to direct the policies of the Special Committee on National Defense of the American Railway Association in coordinating the operations of the railroads of the United States in a continental system during the period of the war, merging their individual and competitive activities in an effort to produce the maximum degree of efficiency. The com-

mittee consisted of five members selected from the Special Committee on National Defense and two ex officio members from the Council of National Defense and the Interstate Commerce Commission. Its authority to direct the railroad activities of the country was derived from the ratification of the resolution above referred to by the individual corporate action of some 693 roads. The committee held its first meeting in Washington on April 23, 1917, and thereafter sat in frequent session until its dissolution. Its activities were carried on largely through the medium of the following subcommittees: The Commission on Car Service, and Committees on Military Transportation Accounting, Military Equipment Standards, Materials and Supplies, Military Passenger Tariffs, Military Freight Tariffs, and Express Transportation. Through its ex officio members the committee worked in cooperation with the Council of National Defense and the Interstate Commerce Commission, Daniel Willard representing the former and Edgar E. Clark the latter. Like the Special Committee on National Defense, of which it was a part, the Executive Committee ceased to function on December 28, 1917, when the President assumed control of the railroads, though it was not formally dissolved until December 31, 1917, by authority of Director General McAdoo. Fairfax Harrison acted as chairman of the committee throughout the entire period of its existence. During the period from April to December, 1917, the Railroads' War Board succeeded in attaining a unity of operation and a degree of efficiency which had not previously been achieved in the history of American railroads.

RAILWAY ASSOCIATION, AMERICAN.

The American Railway Association was a private organization which, both before and after the outbreak of war, did much to organize the transportation facilities of the country in the interests of national defense. The purpose of the association, as stated in the articles of organization, was the discussion and recommendation of methods for the management and operation of American railways. Its membership consisted of common carriers operating American steam railways, no carrier operating less than 100 miles being eligible for membership. Each member was entitled to one vote for each thousand miles of road operated. At the head of the organization was an Executive Committee consisting of 9 elected members, including the president and vice president of the association. There were also Committees on Nominations, Transportation, Maintenance, Relations between Railroads, Safe Transportation of Explosives and other Dangerous Articles, and a Committee on Electrical Working. The association held regular meetings in May and November of each year, at which a great variety of matters relating to railroad transportation were discussed. In January of 1919 a reorganization took place at the instance of the Director General of Railroads, and the American Railroad Association came into existence, which included, besides the American Railway Association, the following related organizations: The American Railway Master Mechanics' Association; the Association of Railway Telegraph Superintendents; the Association of Transportation and Car Accounting Officers; the Freight Claims Association; the Master Car Builders' Association;

the Railway Signal Association; and the Railway Storekeepers' Association. Under the new association five sections were organized: Operating, Engineering, Mechanical, Traffic, Transportation. All railroads under Federal control were declared to be members of the association. The purpose of the new organization was similar to that of the former American RailwayAssociation. The most important war activities of the American Railway Association were carried on by the Special Committee on National Defense, formed pursuant to resolutions adopted by the Associations' Executive Committee on February 16, 1917. The Railroads' War Board, which directed the operation of the roads prior to Federal control, was the Executive Committee of the Special Committee on National Defense.

RAILWAY ASSOCIATION, AMERICAN; SPECIAL COMMITTEE ON NATIONAL DEFENSE.

Organized pursuant to resolutions adopted by Executive Committee, American Railway Association, February 16, 1917. It inincluded the body formerly known as the Special Committee on Cooperation with the Military Authorities, to which was added 14 members, bringing the total up to 18, the name at the same time being changed to that of the Special Committee on National Defense of the American Railway Association. By resolution of April 11, 1917, adopted by the railway executives, the membership was increased to 25, and still later it was increased to 33. The membership of the committee was representative of the four, and later, six, military departments into which the country was divided. The committee was organized at the suggestion of Daniel Willard, chairman of the Committee on Transportation and Communication of the Advisory Commission, Council of National Defense, in order to assist in the work of the Council. By the resolutions adopted April 11, the Special Committee was authorized "to formulate in detail and from time to time a policy of operation of all or any of the railways, which policy, when and as announced by such temporary organization, shall be accepted and earnestly made effective by the several managements of the individual railroad companies here represented." The agreement contained in the resolution was signed by the executives of nearly 700 railroads. By the resolutions of April 11 the direction of the activities of the committee was delegated to an Executive Committee of five, selected from the Special Committee and usually referred to as the Railroads' War Board. The essential function of the Special Committee was to coordinate the activities of the roads subscribing to the agreement, with those of the Committee on Transportation and Communication of the Advisory Commission, Council of National Defense. The members of the committee, being located throughout the country and organized into departmental groups, were charged with the task of carrying out the policies formulated by the Executive Committee of five. The chairmen of the various departmental groups of the Special Committee were as follows: Northeastern Department, J. H. Hustis; Eastern Department, L. F. Loree; Southeastern Department, W. J. Harahan; Central Department, R. H. Aishton; Southern Department, W. B. Scott; and Western Department, William Sproule. The Special Committee ceased to function on December 28, 1917, when the operation of the

railroads was taken over by the President, and was dissolved December 31, by authority of Director General McAdoo contained in a letter to the Railroads' War Board. Fairfax Harrison acted as chairman of the Executive Committee of five.

RAILWAY BOARD OF ADJUSTMENT NO. 1.

Created March 22, 1918, through the issuance by the Director General of Railroads of General Order No. 13, which was a "Memorandum of Understanding" reached between the Regional Directors and the representatives of the Brotherhood of Locomotive Engineers, Order of Railway Conductors, Brotherhood of Railroad Trainmen, and Brotherhood of Locomotive Firemen and Enginemen. The board superseded the so-called Commission of Eight and was made up in a similar manner, consisting of eight members, four appointed by the Regional Directors to represent management, and four to represent employees, one appointed by each of the four labor organizations. The function of the board was to adjust all controversies growing out of the interpretation or application of existing wage schedules or agreements between officials of a railroad and employees in the group embraced in the jurisdiction of the four unions which could not be settled in the usual manner by the committee of the employees and officials of the railroads. The Memorandum of Understanding made it obligatory to submit such disputes to the board. The agreement provided that a majority vote of the board should be decisive and that in case of a deadlock the matter should be referred to the Director General for decision. Up to January 1, 1919, not only had there been no necessity for referring a case to the Director General, but in each of the 331 cases decided up to that time the vote had been unanimous. Charles P. Neill was the first chairman of the board, and on January 1, 1919, was superseded by F. A. Burgess in pursuance of the adopted policy of rotating the chairmanship.

See *Division of Labor, United States Railroad Administration.*

RAILWAY BOARD OF ADJUSTMENT NO. 2.

Created May 31, 1918, through the issuance by the Director General of Railroads of General Order No. 29, which was a "Memorandum of Understanding" reached between the Regional Directors and the representatives of the International Association of Machinists, International Brotherhood of Boilermakers, Iron Ship Builders and Helpers of America, International Brotherhood of Blacksmiths and Helpers, Brotherhood of Railway Carmen of America, Amalgamated Sheet Metal Workers' International Alliance, and International Brotherhood of Electrical Workers. It performed the same functions for the group of workers embraced within the jurisdiction of the above-mentioned unions as were performed by Railway Board of Adjustment No. 1 for the employees embraced within its jurisdiction. The board was composed of 12 members, 6 representing management and 6 representing employees. E. F. Potter was elected chairman of the board. Up to January 1, 1919, 147 controversies had been presented to it, and decisions had been rendered in 128 cases.

See *Division of Labor, United States Railroad Administration.*

RAILWAY BOARD OF ADJUSTMENT NO. 3.

Created November 13, 1918, through the issuance by the Director General of Railroads of General Order No. 53, which was a "Memorandum of Understanding" reached between the Regional Directors and representatives of the Order of Railroad Telegraphers, Switchmen's Union of North America, Brotherhood of Railway Clerks, and United Brotherhood of Maintenance-of-Way Employees. Its functions in connection with the group of workers embraced within its jurisdiction were the same as those of Boards Nos. 1 and 2. It was composed of eight members, four representing management and four representing employees. H. A. Kennedy was elected chairman. Up to December 1, 1918, only one case had been submitted to the board. Upon this no action had been taken.

See *Division of Labor, United States Railroad Administration.*

RAILWAY CAR MANUFACTURERS' ASSOCIATION.

An organized association which during the war mobilized its members for war work. The manufacturers engaged in special war work, such as the forging and finishing of shells, construction of gun mounts, and the design and construction of camp equipment for the War Department and United States Railroad Administration. W. F. M. Goss was president during the war.

RAILWAY EQUIPMENT AND SUPPLY SECTION, WAR INDUSTRIES BOARD.

Formed July 30, 1918. It coordinated the demands of the different branches of the Government and the allies for railroad equipment and supplies; it insured the distribution of all orders in such a manner as to secure the greatest and most efficient production and assisted the manufacturers of railroad equipment and supplies in securing their material and in bringing their productive capacity up to the highest efficiency. J. Rogers Flannery, chief.

RAILWAY MAIL SERVICE, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization of the Post Office Department. Its service was considerably expanded by the war, owing to the increase in the mails incidental to all Government war activities, the increase in parcel-post business because of embargoes on express shipments, and the necessity for carrying great quantities of mail to and from camps and cantonments. Under the supervision of this division of the Post Office Department there were established at New York City a terminal post office with a maximum number of 1,072 employees and another office at Chicago with 160 employees. These offices handled all the mail for the American Expeditionary Forces in Europe and prepared it for delivery by military units, as far as practicable, before placing on board the vessel at New York, so it could go through to destination without further distribution. Railway postal clerks rendered assistance in the sale of War Savings Stamps and Thrift Stamps. William I. Denning, superintendent of the Division of Railway Mail Service, reporting to Otto Praeger, Second Assistant Postmaster General.

RAILWAY SURGEONS, COMMITTEE ON.

See *Committee on Industrial Medicine and Surgery, General Medical Board, Council of National Defense.*

RAILWAY AND UTILITIES COMMISSIONERS, NATIONAL ASSOCIATION OF; WAR COMMITTEE.

This committee was created pursuant to a resolution adopted by the National Association of Railway Commissioners in session at Washington November 16 to 19, 1917. It consisted of five members and an ex-officio member, the president of the association. The chairman of the committee was Max Thelen. Its functions, as stated in the language of the resolution, were that it "shall be charged with the duty of conferring with the appropriate Federal and State authorities and with each State commission and of giving advice and suggestions as to what each commission can do affirmatively and constructively to help the Nation in the present emergency, and to select agents to carry out its objects, and to make effective the offers of cooperation made by the president and the executive committee. At the same meeting the name of the National Association of Railway Commissioners was changed to that of the National Association of Railway and Utilities Commissioners.

RANGE BOILERS WAR SERVICE COMMITTEE.

Organized August 26, 1918, by the Range Boiler Exchange. The committee conferred with the Priorities Board and the Conservation Division of the War Industries Board. The number of sizes and styles of boilers was reduced. Victor Mauck, chairman.

RATCHETS AND HYDRAULIC JACKS WAR SERVICE COMMITTEE.

Organized October 4, 1918, at the request of the Hardware and Hand Tool Section of the War Industries Board. E. Z. Stillman, chairman.

RAW MATERIALS DIVISION, DIRECTOR OF PURCHASE; PURCHASE AND STORAGE.

Created October 19, 1918, in the Office of the Director of Purchase as the Raw Materials and Paints Division. Its name was changed to Raw Materials Division on October 28. It took over the administration of the Fuel and Forage Division, Quartermaster General's Office, and was assigned the duty of procurement of metals, fuels, paints, and chemicals, through branches designated as Administrative, Ferrous, Non-Ferrous, Oils and Paints, and Chemicals. The complete transfer of functions had not been effected on November 11, 1918. Col. George E. Warren, chief.

RAW MATERIALS DIVISION, QUARTERMASTER GENERAL.

Organized October 28, 1918, to supersede the Fuel and Forage Division, taking over the Administrative, Oil, and Fuel Branches of that division. It had charge of the procurement of all fuels, oils, and paints required for the Army. The division functioned through

the following branches: Fuel, Administrative, Oils, Paints. A contemplated organization of Ferrous, Non-Ferrous, and Chemical Branches was never completed. Col. George E. Warren, chief.

RAW MATERIALS SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established immediately after the creation of the Procurement Division on January 14, 1918, taking over the functions of what was known as the Chemical Control of the Raw Materials Branch of the Gun Division. The section supervised all negotiations in connection with the purchase of raw materials of all kinds covered by the Procurement Division, including ferrous and nonferrous materials, chemicals, lumber, cement, leather, glass, rubber, textiles, oils, paints, etc. The term "raw material" covered all fundamental raw materials proper, and certain semifinished materials which had not passed beyond a certain stage in the manufacture into the final product. The Raw Materials Section was subdivided into the Ferrous, Non-Ferrous, and Chemical Branches. The section also handled the purchase of structural steel, steel cars, railway tracks, etc. Lieut. Col. Douglas I. McKay was acting head from January 17 to 26, 1918, when Lieut. Col. R. P. Lamont became head. On September 13, 1918, Lieut. Col. Lamont was succeeded by Maj. W. M. MacCleary.

RAW MATERIALS, MINERALS, AND METALS COMMITTEE, ADVISORY COMMISSION, COUNCIL OF NATIONAL DEFENSE.

One of the seven committees, with Bernard M. Baruch, chairman, formed on the Advisory Commission, one under each commissioner, to assume supervision over a special field of industry. The absorption of surplus stocks of raw materials during the years of the war before the entrance of the United States and the contracts for future supplies made immediately necessary a survey of primary products necessary for the conduct of the war. The study of those which had to be imported was first made. Supply therefore having fallen short of demand, and competitive buying being an imminent threat, coordination was imperative. To facilitate and control supply, production, increase, and substitution, cooperative committees of industry, drawn from men in high standing in their respective industries, were appointed, subordinate to which were appointed advisory committees to cover special fields. Although the Raw Materials Committee was not a purchasing body, it did almost at the outset of the war make arrangements whereby the Army and Navy bought 45,000,000 pounds of copper at sixteen and two-thirds cents when the market price was about thirty-five cents, and also arranged for large purchases of steel, zinc, and lead at from thirty-three and one-third to fifty per cent below market price. It acted, both directly and by representation on the General Munitions Board, as a medium of clearance between producer and consumer. The committee functioned through the following cooperative committees: Alcohol, Aluminum, Asbestos, Magnesia and Roofing, Brass, Cement, Chemicals, Copper, Lead, Lumber, Mica, Nickel, Oil, Rubber, Steel and Steel Products, Wool, and Zinc. The work of these committees was continued with changed personnel and varying functions under the War Industries Board.

RAW MATERIALS AND SCRAP SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized for the purpose of supervising the sale of surplus raw and scrap materials on hand in the War Department, including pig iron, lead, brass, copper nitrates, acids, chemicals, etc. The section obtained reports of surplus material on hand in the several War Department bureaus, issued price sheets showing the prices at which they would be disposed of, and conferred with trade representatives for the purpose of determining policies with reference to sales. It functioned through the Chemical and Oils, Ferrous Metals, and Non-Ferrous Metals Subsections. Maj. A. T. Mercer, chief.

REAL ESTATE BOARDS, NATIONAL ASSOCIATION OF; WAR SERVICE BOARD.

Appointed by the president of the association, June, 1918. The board reported upon the adaptability of real estate and appraised property for governmental departments cooperating with the Real Estate Division of Purchase, Storage and Traffic and the War Department Board of Appraisers. A survey of available storage space was made through local board Government appraisal committees. Effective service was rendered to the United States Housing Corporation in the appraisal of sites for building operations. W. M. Garland, president, ex officio; J. C. Nichols, chairman.

REAL ESTATE DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This division acquired the real estate required for the projects of the United States Housing Corporation. Scouts were first sent out to make a report on possible sites and estimates of cost. Appraisals on sites under consideration were secured from committees of five each from the local Chamber of Commerce, Rotary Club, and five members of the National Real Estate Association; also the mayor, tax assessor, or other officials. From these appraisals and the estimated tax returns the price to be offered was determined. When property could not be secured without material delay, the negotiator for the corporation was authorized to commandeer it. If the owner objected to the price offered, he was paid 75 per cent of the amount, with permission to sue for more. William E. Shannon, manager; succeeded on February 28, 1919, by Barney J. Treacy.

REAL ESTATE SERVICE, WAR DEPARTMENT.

Created by General Orders, No. 43, on April 1, 1919. This service had charge of the procurement by purchase, lease, rental, condemnation, requisition, or donation of all real estate; the granting and renewing of all leases, licenses, permits, or privileges authorizing the use of any real estate; the sale or other disposition of all real estate, including the cancellation, extension, or modifications of all leases, licenses, permits, and privileges, and the filing and recording of all grants, deeds, abstracts, leases, and other instruments pertaining to real estate. Acquisition of real estate for fortifications and seacoast defenses remained under the direction of the Chief of Engineers. The Real Estate Service functioned through the following branches: Procurement, Disposal, and Records. Gilbert F. Woods, chief.

REAL ESTATE AND FINANCE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created May 17, 1919, to supervise and coordinate the operating activities, conducting the lease, purchase, and disposition of real estate for the Army; to direct the activities of the Board of Valuation and Review, and to exercise coordinating and supervisory jurisdiction over the Finance and Accounting Service of the Army. Col. J. S. Fair, chief.

RECLAMATION DIVISION, QUARTERMASTER GENERAL.

See *Salvage Division, Director of Storage, Purchase, Storage and Traffic Division.*

RECLAMATION SERVICE, UNITED STATES, DEPARTMENT OF THE INTERIOR.

The United States Reclamation Service, while a permanent organization, performed certain functions bearing an intimate relation to the war program. One of its most important services was the devoting of every effort to stimulating crop production on the various reclamation projects under way. All construction work was suspended which did not promise increased crop production within the probable duration of the war. Farmers cultivating land included in reclamation projects were supplied with seed, and, in cases where transportation was lacking, storage cellars were built for the handling of perishable crops. The United States Reclamation Service also undertook a reclamation program in connection with the plan to provide work and homes for returning soldiers. The Sundry Civil Act, approved July 1, 1918, made provisions for an appropriation of $100,000 for the investigation of this plan. Surveys were made in all the States for the purpose of locating feasible projects. Definite steps in the direction of cooperation with the Federal Government were taken by many of the States. When this article was written, a large number of questionnaires had been distributed in various camps and some 50,000 reply cards had been received from men interested, and filed. The Reclamation Record, a monthly publication, is issued by the service. Director, United States Reclamation Service, A. P. Davis.

RECONSTRUCTION CONGRESS OF AMERICAN INDUSTRIES.

Held in Atlantic City, N. J., December 3–6, 1918, at the call of the United States Chamber of Commerce. It was attended by representatives of the nearly 400 war service committees that had been formed under the direction of the Chamber of Commerce. The general sessions of the conference were also participated in by the national councilors of the Chamber of Commerce and by the presidents an dsecretaries of commercial and trade organizations making up the chamber's organization membership. The purpose of the congress was to consider questions of immediate adjustment necessary in transition from war to peace. Resolutions were adopted outlining the positions of the conference on the major problems of readjustment. It was decided that the war service committees should remain in existence and that they should be federated into an association of

industry whose energies were to be turned to the solution of the problems of readjustment.

RECONSTRUCTION AND AFTER-WAR ACTIVITIES, NATIONAL COMMITTEE ON; NATIONAL CATHOLIC WAR COUNCIL.

A standing committee of the Committee on Special War Activities. It studied the problems of reconstruction and cooperated with the Departments of Labor and the Interior, the Federal Board for Vocational Education, the United States Employment Service, and other Government agencies. It developed a program for community welfare work, civic centers, and social service which was put into effect in various industrial centers. In cooperation with the American National Red Cross, it established ten clinics in hospitals throughout the country for the after-care of wounded or disabled soldiers and their families. Rt. Rev. Monsignor M. J. Splaine, chairman.

RECONSTRUCTION RESEARCH DIVISION, COUNCIL OF NATIONAL DEFENSE.

The readjustment and reconstruction research activities of the council, which were commenced in May, 1918, expanded to such proportions that on February 3, 1919, the Reconstruction Research Division was created by act of the Director of the Council. It has made careful record of all Federal readjustments of the reconstruction activities of all Federal Government agencies, of all State governments and of many local governments. It had a very extensive file of the activities of foreign governments and also of nongovernmental agencies from local to international. Information concerning the problems and conditions of readjustment and reconstruction throughout the country was collected through an elaborate system of research and through contacts made by the Field Division of the council. A special file, digest, and study of the opinions of the most prominent men of affairs throughout the country concerning the most vital problems of reconstruction and readjustment was constantly kept up to date. Particular attention was paid to readjustment in terms of its relation to mobilization of resources for national defense, with a view to recommendations for future mobilization in terms of difficulty of readjustment. It has facilitated the clearing of readjustment and reconstruction information between all governmental agencies at a time when speed in clearing was of vital importance to provision for readjustment. Herbert N. Shenton, chief.

RECORD SECTION, EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

The Record Section, as it existed in December, 1917, prepared and maintained records having to do with sources of supply, stock and production, specifications and costs, purchase orders and contracts, etc. Complete files were maintained, giving sources of supply for all items purchased by the division. The information kept by the Record Section served as a guide for the formulation of equipment purchasing plans and also served as a guide to the situation with reference to requirements and the steps taken to meet those requirements. The section ceased to function as a part of the Equipment Division after January 14, 1918. Lieut. Brehm, chief.

RECORDS BRANCH, REAL ESTATE SERVICE, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created April 1, 1919, to have charge of the filing and recording of all grants, deeds, abstracts, leases, and other instruments pertaining to real estate. It functioned through the following sections: Correspondence, Deeds and Leases, and Map. Lieut. Col. George R. Somerville, chief.

RECREATION, SECTION ON; SUBCOMMITTEE ON WELFARE WORK, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after the formation of the Committee on Labor in April, 1917. The membership of the section grew to about one dozen, made up of representatives of labor and experts on recreation. All members were appointed by Samuel Gompers, chairman of the Committee on Labor. The section made some preliminary surveys of recreation facilities in industrial plants and communities in shipbuilding, aeroplane-making, and munition-making centers and issued a report containing recommendations in regard to adequate recreation programs. Dr. George J. Fisher, chairman.

RECRUITING SERVICE, UNITED STATES MARINE CORPS.

A continuing organization of the Marine Corps which reports directly to the major general commandant. The service had charge of the recruiting of men for the Marine Corps. It functions through thirty-two district offices with subdistrict headquarters in each. Col. Albert S. McElmore was in charge during the period of the war.

RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

Authorized by the United States Shipping Board on May 29, 1917, to recruit and train officers and crews for the Merchant Marine. Recruiting was carried on through the medium of drug stores in 6,970 cities and towns of the country, and training was given in navigation and engineering schools for officers, and on training ships on the Great Lakes, Atlantic, and Pacific coasts for crews. Up to November 9, 1918, the Officers' Schools had graduated a total of 6,261 students, and the Sea Training Bureau had recorded over 32,000 applications for training as sailors, firemen, cooks, etc. Other functions of the service were performed by a Sea Service Bureau which placed graduates of the training schools and ships in positions on the Merchant Marine, a Selective Service Law Bureau, which arranged for deferred classification of the men recruited, a Social Service Bureau, and the Merchant Mariner, a weekly journal for conveying information on the work of the service and stimulating interest in the merchant marine. Henry Howard was director.

RECRUITING PUBLICITY BUREAU, UNITED STATES MARINE CORPS.

A continuing branch of the Marine Corps which reports to the major general commandant through the Recruiting Service. This bureau handles all matters of publicity for the Marine Corps, sends out the new releases, photographs, makes posters, and publishes the pamphlets dealing with Marine Corps activities. Maj. T. G. Sterrett, in charge during the war.

RED CROSS, AMERICAN NATIONAL.

Founded in July, 1881, and reincorporated January 5, 1905. The constituent parts of the American National Red Cross are the 14 divisions, 13 in United States and one in the insular possessions and foreign countries. These divisions are divided into chapters to which branches and auxiliaries report. The general activities of the National Headquarters of the Red Cross were military and civilian relief, nursing, hospital, ambulance, medical, food, and general supply requirements abroad, at home, in mobilization centers, on transports and troop trains. The divisional headquarters developed the chapter activities and carried on relief work in local fields. On November 11, 1918, 16,776 persons were employed in Red Cross work in the United States and Europe, and 8,000,000 women workers were employed in the Red Cross workrooms; the total membership was 19,928,022, and the value of supplies produced was $75,864,177. It functioned through a central committee, an executive committee, and a war council, and through advisory committees: Medical Advisory Committee, Dr. Simon Flexner, chairman; Woman's Advisory Committee, Mrs. William K. Draper, chairman; National Committee on Red Cross Nursing Service, Miss Jane O. Delano, chairman; Committee on Cooperation, Charles A. Coffin, chairman; Insurance Advisory Committee, Herndon Chubb, chairman. The departments of the Red Cross are: Law and International Relations, Accounts, Development, Military Relief, Civilian Relief, Nursing, Foreign Relief, Supplies, Publicity, Personnel. During the war President Woodrow Wilson was president of the Red Cross.

REFERENCE, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Formed November 12, 1917, to conduct reference work along governmental matters, and to furnish complete records of Government activities. It was merged with the Service Bureau May 1, 1918. William Churchill, director.

REFINING, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau considered all technical refining subjects and was concerned with the efficiency of refineries, production of aviation gasoline, and the supply of kerosene. G. W. Gray, director.

REFRACTORIES WAR SERVICE COMMITTEE.

Organized September 25, 1918, to represent the manufacture of refractories. J. J. Brooks, jr., chairman.

REFRACTORIES AND NATIVE PRODUCTS SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed in July, 1918, with Charles Catlett, chief, to handle all matters in connection particularly with clays, flourspars, and fire and chrome brick.

REFRIGERATOR DEPARTMENT, CAR SERVICE SECTION, UNITED STATES RAILROAD ADMINISTRATION.

Established July 1, 1918, at Chicago, under the supervision of W. L. Barnes. This office collected data from all agencies owning

or controlling refrigerator cars concerning the movement and distribution of such cars. It was an office of record, and on the basis of the information contained therein the regional directors issued the necessary instructions with regard to the allocation of this type of car. The Refrigerator Department and the Tank Car Record Office were administered together under the managership of W. L. Barnes.

REFRIGERATOR MANUFACTURERS' WAR SERVICE COMMITTEE.

Formed by the United States Chamber of Commerce, August 22, 1918, to represent the industry with the War Industries Board and the United States Food Administration. B. F. Hall, chairman.

REFRIGERATOR AND TANK CAR DEPARTMENT, CAR SERVICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Established July 1, 1918, at Chicago. This office collected data concerning tank cars, including those privately owned and those owned by the railroads. Reports were required from roads covering available supply of cars, interchange between lines, average number of miles per car per day, average detention on switching lines, etc., the object being to increase the efficiency of the cars then presently available, and thus to avoid constructing additional cars. Information was submitted to regional directors, who adopted corrective measures when necessary. The Refrigerator Department acted as a central organization for the handling of all refrigerator cars, both of railroad and private ownership. This office collected data from all agencies owning or controlling refrigerator cars concerning the movement and distribution of such cars. It was an office of record, and on the basis of the information obtained the necessary instructions were issued with regard to the distribution of this type of car. The administration was thus enabled to utilize all such cars, whether in normal home territory or elsewhere, for moving the Nation's entire crop of perishable foodstuffs. W. L. Barnes, in charge.

REGIONAL ADMINISTRATION, UNITED STATES RAILROAD ADMINISTRATION.

With the idea of creating the most efficient and economical operating organization possible, the Director General of the railroads adopted a policy of decentralized control for the railroads taken over by the President in matters pertaining to operation, though all such activities were directed and coordinated by the central administration. On January 18, 1918, the Director General issued an order classifying the railroads of the United States in three regional groups, Eastern, Western, and Southern, with headquarters at New York, Chicago, and Atlanta, respectively. Later it became apparent that a further division of control was necessary, and on June 1, 1918, two new regional groups were formed of lines detached from the Eastern region, which were known as the Allegheny and Pocahontas Regions, with headquarters at Philadelphia, and Roanoke, Va. On June 11, 1918, the Northwestern and Southwestern Regions were formed, including lines detached from the Western Region. The remaining territory was called the Central Western Region, and had its headquarters at Chicago. The main office of the

Northwestern Region was located at Chicago, and of the Southwestern, at St. Louis. In charge of operating activities within the various regions were district, Federal, and general managers. The district managers were placed over certain larger subdivisions of the region, known as districts. The Federal managers were in charge of more important single divisions of road or groups of smaller lines, while the general managers operated individual roads. There were also managers in control of the terminals at the more important railways and ports. Each regional director appointed a general staff, including traffic, operating, mechanical, and engineering assistants, the last named being sometimes replaced by an assistant for capital expenditures. There were also in each region committees which acted under the direction of the various divisions of the central administration. For example, each region had a purchasing committee working under the supervision of the Director of Finance and Purchases and later of the Director of Purchases. There were also numerous subcommittees which performed duties in connection with special traffic movements. In order to strengthen the authority of the Director General the regional directors and the Federal and general managers were required to sever any relations which they may have had with the railroad corporations either as officers or directors, and in everything pertaining to the operation of the railroads they were made directly responsible to the Director General. The regional directors furnished the point of contact between the railroads and the central administration, and were responsible to the Director General for the entire operating situation upon the lines under their control. They were directed to make every effort to clear away traffic congestion and to operate the roads under their jurisdiction from the point of view of a national system, in order to attain the maximum of efficiency and the minimum of waste. They were also to make studies and submit recommendations concerning certain matters involving broad questions of policy, as for example, reductions in passenger service, increased efficiency in freight transportation, unification of purchases, standardization, etc.

REGISTER OF THE TREASURY, TREASURY DEPARTMENT.

An official of the Treasury Department, charged with the duty of signing all bonds and currency issues of the United States and recording and certifying his audit of all public debt accounts to the auditor for settlement. The war-time register was H. B. Teehee.

REGISTERED MAILS, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization. During the war it handled through the registry system large quantities of money, Liberty bonds, war savings stamps, etc., its normal activities thus being considerably augmented. Many confidential communications were also handled for various Government agencies. Superintendent, Leighton V. B. Marschalk, reporting to Alexander M. Dockery, Third Assistant Postmaster General.

REGISTRATION DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Registration of women to determine the kind of service and the amount of time that they could devote to war work was undertaken

in 24 States under the direction of this department. Registration was voluntary except in Louisiana. A day was set aside by governor's proclamation or in some other manner and the matter was given extensive publicity, registration being conducted at booths or by a house-to-house canvass. The information gained was used in various ways, but in every case registration resulted in a means of supplying an increased number of workers for the American National Red Cross and various social service agencies, and of filling emergency calls for paid and volunteer workers. The problem of training women for the new fields of work opening to them was taken up, and courses were offered covering 45 lines of work, and varying from high school, business college, and university classes to emergency classes and evening groups. The placement of women desiring service, either paid or volunteer, was carried on in 22 State divisions, usually in close cooperation with the United States Employment Service. Mrs. Hannah J. Patterson, chairman.

REGULATION, DIVISION OF; UNITED STATES SHIPPING BOARD.

Authorized to regulate the rates and practices of commerce carriers by water in the foreign and interstate commerce of the United States. The work consisted of filing tariffs of interstate water carriers, making investigations, and, if necessary, holding hearings in cases of complaints of unreasonable and discriminate rates and practices, and advising the United States Shipping Board in its policy of modifying the rates and practices in question. In cases of foreign-water carriers the division exercised similar investigatory powers with a view to the restraint of unfair rates and practices. It also kept a record of the statements of all carriers by water regarding agreements as to pooling and other special privileges, and recommended to the board the abrogation of these privileges if they were found unjustly discriminatory. Examiner H. E. Manghum, in charge.

REMOUNT DIVISION, QUARTERMASTER GENERAL.

At the beginning of the war the remount service was operated as the Remount Branch, Transportation Division. In September, 1917, the branch developed into a separate and distinct division known as the Remount Division, which reported directly to the Quartermaster General until after the creation of the Purchase, Storage and Traffic Division, when it reported directly to the Director of Purchase and Storage. The division had charge of the procurement of public animals (horses and mules) and of the shipment of them to depots to be trained and put in condition for issue to organizations or shipment overseas. It had supervision in the United States over the construction, organization, administration, and personnel at permanent remount, auxiliary remount, and animal embarkation depots; and it cooperated with the Department of Agriculture in the breeding of suitable horses for the military service. Prior to February 13, 1918, the division was also charged with the purchase, manufacture, and issue of animal-drawn vehicles, spare parts, and accessories, including harness and leather equipment. On February 13 this function was transferred to the Supply and Equipment Division, Quartermaster General. The division in the course of its history operated through the following branches: Vehicles and Leather Equipment;

Animal Purchasing; Animal Issue and Inspection; Animal Purchasing and Issue; Animal Purchase, Issue, and Sales; Remount Depot; Administrative and Personnel; and Central Office Service. Col. John S. Fair was assigned as chief of the Remount Branch on April 12, 1917. On April 22, 1918, he was succeeded by Col. Matt C. Bristol, who in turn was succeeded by Col. Letcher Hardeman on October 10, 1918.

REMOUNT DEPOT BRANCH, REMOUNT DIVISION, QUARTERMASTER GENERAL.

This branch had supervision in the United States over the construction, organization, and administration of permanent remount, auxiliary remount, and animal embarkation depots. It had charge of the care and training of public animals prior to their issue to organizations. Lieut. Col. William W. West, jr., was placed in charge of the branch on August 25, 1917. On June 21, 1918, he was succeeded by Maj. William P. Stewart, who in turn was succeeded by Maj. Hayden Channing on August 1, 1918.

RENT PROFITEERING, COMMITTEES ON.

These committees were established in about 60 cities under the supervision of the Homes Registration Service of the Department of Labor to eliminate rent profiteering by means of organized public opinion. They were composed of representatives of organized labor, of the property owners, and the general public, and were subdivided into groups of three which took turns in hearing the complaints of tenants. When the complaint appeared to be just, the landlord was requested to reduce his rent to a figure set by the committee. If he did not, or did not adjust matters, the facts were published without comment in the local papers.

REPAIR BRANCH, RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established January 26, 1918. The branch was in charge of the repair of clothing, hats, and shoes, and other supplies at camps and other places where the Reclamation Division operated. Subordinate to the Repair Branch was the Shoe Repair and the Hat and Clothing Repair Sections. The branch was abolished April 16, 1918, when its duties were taken over by the Shoe Repair, Hat Repair, and Clothing Repair Branches. Maj. Herbert W. Hardman, chief.

REPAIRS BRANCH, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This branch was organized to attend to repairs to houses in Washington commandeered for war workers during and after August, 1918. It was under the control of a superintendent, employed its own labor, and acted as a contracting agent to the Construction Division. Capt. A. T. Moore, chief.

REPARATION OF DAMAGES COMMISSION, COUNCIL OF GREAT POWERS, PEACE CONFERENCE.

Appointed with not more than three representatives apiece from each of the five great powers, and not more than two representatives

apiece from Belgium, Greece, Poland, Roumania, and Serbia, to examine and report on the amount which enemy countries ought to pay by way of reparation, on what they were capable of paying, and by what method, in what form, and within what time payment should be made. Bernard M. Baruch, Norman H. Davis, Vance McCormick, American members. M. L. L. Klotz (France), president.

REQUIREMENTS BRANCH, SUPPLY CONTROL BUREAU, QUARTERMASTER GENERAL.

See *Requirements Division, Director of Purchase and Storage.*

REQUIREMENTS BRANCH, WAREHOUSING DIVISION, QUARTERMASTER GENERAL.

See *Requirements Division, Director of Purchase and Storage.*

REQUIREMENTS DIVISION, DIRECTOR OF PURCHASE AND STORAGE.

The functions of the Requirements Division were originally performed by the Requirements Branch, which was created in the Warehousing Division in accordance with an order dated November 8, 1917. On January 26, 1918, the personnel and records of the Requirements Branch were transferred to the Quartermaster Supply Control Bureau; and on September 18, 1918, they were taken over by the Requirements Division, which first reported to the Quartermaster General, and later to the Director of Purchase and Storage. This work was carried on under the direction of the following chiefs: Maj. T. L. Smith, appointed in November, 1917; Maj. F. L. Devereux, appointed February, 1918; Maj. J. R. Orton, September, 1918; Capt. H. S. Osborne, January, 1919 (acting chief); and Col. W. S. Wood, appointed February, 1919. The duties of the division were as follows: To determine requirements for supplies secured under the direction of the Acting Quartermaster General and Director of Purchase and Storage, and chargeable against funds under the control of the Director of Finance; to issue authorization directing the procurement of such supplies and to provide for setting aside funds in the office of the Director of Finance for the payment thereof. The division functioned through the Commodities Requirements Branch, Capt. A. F. Wagner; Raw Material Requirements Branch, Capt. H. S. Robertson; and the Emergency Requirements Branch, Capt. H. S. Osborne. All three were established in September, 1918. The Emergency Requirements Branch followed up cables forwarded to the Requirements Division for action and reported the action taken by the division on such cables.

REQUIREMENTS DIVISION, UNITED STATES HOUSING CORPORATION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

The functions of this division were: (1) To cooperate with the Building Materials Section, War Industries Board, on matters relating to standardization, conservation, and centralized control of building materials; (2) to investigate relative merits of various building materials, and to secure for each branch of the industry its fair apportionment of orders; (3) to estimate costs of materials for housing projects; (4) to secure priority orders for building mate-

rials for private concerns erecting housing accommodations for war workers. The division worked through the Materials Information, Estimating, and Private Housing Sections. N. Max Dunning, manager.

REQUIREMENTS DIVISION, WAR INDUSTRIES BOARD.

Created March 27, 1918, to be the central directing agency for the War Industries Board, and to coordinate all Government purchasing and allocation of orders under threatened shortage. It was furnished information regarding all contracts, purchases, and needs of the supply departments of the Government, and then either directly or through the commodity sections of the board advised concerning, or directed, departmental purchase in pursuance with established practices. Its functions at all times were closely interrelated with those of the Purchase and Supply Branch of the Purchase, Storage and Traffic Division, General Staff. The division was discontinued December 9, 1918. Alexander Legge, chairman.

REQUIREMENTS SECTION, EXTERNAL RELATIONS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established September 5, 1918. This section represented the War Department in the Requirements Division of the War Industries Board. It was disbanded immediately after the signing of the armistice. Lieut. Col. C. C. Bolton, chief.

REQUIREMENTS SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized April 5, 1918, by the Emergency Fleet Corporation to analyze and determine requirements for ship material and equipment, and extensions to plants and yards, and to maintain liasion and cooperative relations with the War Industries Board in its control of the sources of supply and facilities for production. Head of section acted as a point of contact between the corporation and other Government agencies. The section ceased activities January 1, 1919. G. M. Brill, head.

REQUIREMENTS SUBSECTION, STATISTICS SECTION, ADMINISTRATIVE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 20, 1918, to ascertain the total Army requirements in articles of issue and to furnish statistical data relative to requirements to the War Industries Board and to commodity committees. It functioned through the Raw Materials Unit and Articles of Issue Unit. Lieut. Col. F. L. Devereux, chief.

REQUISITIONED HOUSES IN THE DISTRICT OF COLUMBIA, COMMITTEE ON; BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

Organized in August, 1918, when the housing shortage in Washington was the most serious. It commandeered vacant houses in the city, leased them from the owners at a price decided upon by an appraisal committee of real estate men, and, after the houses had been repaired, put them at the disposal of war workers. Of the houses taken over, 64 were released to owners upon agreement that

all unoccupied bedrooms should be rented to war workers, 21 were leased to persons appointed by the bureau for the purpose of housing workers, 22 were put in charge of salaried matrons, and 32 were turned back to the owners as unsuitable or not needed after the signing of the armistice. Approximately 1,386 people were housed in this manner. James Ford, chairman.

RESEARCH, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Cooperating with the National Research Council it instituted investigation of conditions under which canned foods became deleterious, made tests of devices to protect the ear from injuries by explosives and of devices for preparations for sterilizing wounds, proved that chlorine was the best means of sterilizing drinking water, was instrumental in having the University of Minnesota grow a supply of digitalis adequate to replace the supply hitherto obtained from Germany, and examined and card indexed antiseptics and disinfectants. Its work was eventually transferred to the Surgeon General's Office. Dr. Victor C. Vaughan, chairman.

RESEARCH COUNCIL, NATIONAL.

Organized in 1916 by the National Academy of Sciences, at the request of the President, to coordinate and stimulate scientific research. By a resolution February 28, 1917, the Council of National Defense requested the council to cooperate with it in matters pertaining to scientific research for national defense, and soon after that date it began to serve as the Department of Science and Rersearch, Council of National Defense. Its members included representatives of Government bureaus (those appointed by the President) and of private research agencies. It initiated the sound-ranging service of the Army; developed the psychological tests for Army recruits; organized research on submarine problems, cooperative investigations in agriculture; medical researches; new instruments and devices for use by the Army and Navy. Its organization as of October 31, 1918, was composed of Executive Board, Research Information Committee, and eight divisions: General Relations; Military; Engineering; Physics, Mathematics, Astronomy, and Geophysics; Chemistry and Chemical Technology; Geology and Geography; Medicine and Related Sciences; Agriculture, Botany, Forestry, Zoology, and Fisheries. George Ellery Hale, chairman.

RESEARCH DIVISION, CHEMICAL WARFARE SERVICE.

Organized June 25, 1918. This division was in charge of all research work in chemical warfare having to do with poisonous gases, gas masks, hand grenades, smoke screens, etc. This work had been carried on by the Bureau of Mines since the declaration of war, and the activities were transferred to this division. Col. G. A. Burrell, chief.

RESEARCH SECTION, ADMINISTRATIVE DIVISION, PURCHASE, STORAGE AND TRAFFIC DIVISION.

See *Bureau of Industrial Research, Purchase, Storage and Traffic Division.*

RESEARCH INFORMATION COMMITTEE.

Created March, 1918, by the National Research Council, with offices in Washington, London, and Paris. It worked with the Military and Naval Intelligence Services to secure, classify, and disseminate scientific material relating to war problems.

RESEARCH AND SPECIFICATIONS SECTION, PLANNING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed June 14, 1918, with Maj. W. H. Endicott, chief. It studied clothing and equipage in use, advised inspection sections as to revisions in specifications, and kept samples of all materials.

RESEARCH AND STATISTICS, BUREAU OF; WAR TRADE BOARD.

Under the general supervision of Edwin F. Gay, after June, 1918, and directed for him by Arthur E. Swanson, who had been formerly director of the Division of Planning and Statistics of the Shipping Board. The bureau made investigations of the trade and economic conditions of the United States and foreign countries. It included Divisions of Tabulation and Statistics (after September, 1918) and Compilation. Allan A. Young was in charge until December, 1917; and W. M. Adriance until June, 1918.

RESOURCES AND CONVERSION SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created May 27, 1918, to assemble and utilize the industries not directly engaged in war production. It functioned through 20 regional advisers who cooperated with local war resources committees which, erected through the activity of the United States Chamber of Commerce, became in effect local war industries boards. The section acted as a clearing house for gathering and disseminating information, helped to convert plants to war uses without unnecessary loss to manufacturers, and by assisting manufacturers became finally a mobilizing point of industrial productive capacity. The section was discontinued December 21, 1918. Charles A. Otis, chief.

RESPONSIBILITY FOR THE WAR AND ITS AUTHORIZATION COMMISSION, COUNCIL OF GREAT POWERS, PEACE CONFERENCE.

Created at the second plenary session of the Peace Conference, January 25, 1919, with two members from each of the five great powers, and five representatives to be elected by the other powers. Its duties were to investigate and report upon the responsibility for originating the war, the acts committed during the war in violation of the laws of nations, the responsibility of individuals for the performance of these acts, and the constitution and procedure of a tribunal appropriate to the trial of these offenses. It created three subcommittees, two for the examination of questions of law involved in the responsibility for the war and for war crimes, and one for the examination of facts connected with responsibilities for the violation of the laws and customs of war. The American members were Robert Lansing and Maj. James Brown Scott. Robert Lansing, president.

RETAIL DRY GOODS AND DEPARTMENT STORES, NATIONAL WAR SERVICE COMMITTEE OF.

Created in the early part of October, 1918, at the instance of the United States Chamber of Commerce and the War Industries Board to provide organized methods by which the Government could effectively present to the retail dry goods and department stores of the country its needs in dealing with questions of retail distribution, and to secure for the Government dependable information as to how these needs could be met. The organization of the committee included State, county, and city organizations, and special subcommittees composed of members of the main committee in cooperation with special experts. The committee was active in disseminating the governmental rulings, and in organizing the cooperation of the retailers in the enforcement of the regulations and recommendations promulgated by the War Industries Board and other governmental bodies. Upon the cessation of hostilities it became the Committee on Plan, Scope, and Expansion of the National Retail Dry Goods Association. The organization of the war committee was continued until the association was reorganized for carrying on its duties and functions. Herbert J. Tily, chairman.

RETAIL STORES SECTION, DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 10, 1917. The problem of retail stores was never covered by license regulations, but many staple commodities such as sugar, coffee, and rice were distributed in accordance with regulations. The section conducted a national pledge campaign for retailers and suggested the formation of local price interpreting boards in many cities of the country. These fair-price lists were uniformly successful and prevented speculation. George E. Lichty, chief.

RETURNING SOLDIERS AND SAILORS, BUREAUS FOR.

On December 5, 1918, at a conference held in Washington composed of representatives of the various welfare and Government organizations a plan of cooperative action was worked out providing for linking the national and local machinery of the welfare organizations with that of the United States Employment Service for the purpose of facilitating the reabsorption of returning soldiers, sailors, and war workers in industry. Under this plan cooperative local Bureaus for Returning Soldiers and Sailors were organized throughout the country. They served as local clearing houses of employment opportunities, and as agencies for the coordination of the work of the United States Employment Service and of the employment activities of local bodies such as churches, lodges, draft boards, and trade unions, or the various welfare organizations such as the Red Cross, Young Men's Christian Association, Young Women's Christian Association, National Catholic War Council, Jewish Welfare Board, Salvation Army, and War Camp Community Service. The central control of the bureaus resided in the United States Employment Service, with a National Superintendent of Bureaus for Returning Soldiers and Sailors in charge of the administrative details. In each city or town the bureau was controlled by a Board of Manage-

ment composed of representatives of the community labor board, wherever such a board existed, of the community council of defense, of the local branches of the organizations participating in the cooperative scheme, and also a representative of labor and other representative citizens. On June 20, 1919, there were 2,255 local bureaus in existence in addition to the 486 branch offices of the United States Employment Service. Harold Stone served as National Superintendent of the Bureaus up to March 1, 1919, when he was succeeded by Edward Easton, jr.

REVIEW, BOARD OF; SUPPLY AND ACCOUNTS DIVISION, SIGNAL CORPS.

Established July 22, 1918. This board, which consisted of six members, was appointed for the purpose of reviewing the awarding of orders and contracts for signal material, and to assist in formulating policies with reference to purchases and related matters in order that the interests of the Government might be protected. After September 7, 1918, the Board of Review was under the Procurement Division of the Signal Corps. Maj. R. A. Klock, chief.

RICE COMMITTEE, UNITED STATES FOOD ADMINISTRATION.

Appointed July 26, 1918, by United States Food Administration to carry out agreements between Food Administration and rice millers. The committee supervised the grading and classification of rough rice. Subcommittees were established in various southern cities. J. R. Leguenac, chairman.

RICE MILLERS' WAR SERVICE COMMITTEE.

Organized by the United States Food Administration to cooperate with the Rice Division and the Rice Committee which represented that division. J. R. Leguenac, chairman.

ROAD MACHINERY WAR SERVICE COMMITTEE.

Organized September 17, 1918. The committee cooperated with the Priorities Committee and the Conservation Division of the War Industries Board. W. R. Wilson, chairman.

ROENTGENOLOGY, DIVISION OF; SURGEON GENERAL'S OFFICE.

Established July 10, 1918. On December 1, 1918, a reorganization took place and the Division of Roentgenology became the Section of Roentgenology under the Division of Surgery. It exercised supervision over all matters having to do with the employment of the X-ray in the military service, including the obtaining of equipment through Purchase, Storage and Traffic Division, General Staff, securing and training of commissioned personnel, and the organization of the X-ray service throughout the Military Establishment. Lieut. Col. Arthur C. Christie was chief until August 1, 1918, when he was succeeded by Lieut. Col. George C. Johnston.

ROLLED GOLD PLATE AND SEAMLESS WIRE AND TUBING WAR SERVICE COMMITTEE.

Organized September 18, 1918. The committee met with the Brass Section and the Gold and Silver Section of the War Industries Board

and took up the matter of conservation and surplus of materials. C. M. Dunbar, chairman.

ROOFING FELT WAR SERVICE COMMITTEE.

Organized December 1, 1917, by the Dry Saturating Felt Manufacturers' Association. The committee cooperated with the Felt Section, Pulp and Paper Section, and the Priorities Committee of the War Industries Board. W. A. Forman, chairman.

ROPE PAPER AND ROPE PAPER SACKS WAR SERVICE COMMITTEE.

Organized in July, 1918, to represent the manufacturers of rope paper and rope paper sacks. The committee cooperated with the Pulp and Paper Section of the War Industries Board. L. K. Southland, chairman.

ROTARY CUT LUMBER, SOUTHERN MANUFACTURERS OF; WAR SERVICE COMMITTEE.

Organized October 4, 1918, to represent the manufacturers with the Vehicle Implement and Wood Products Section of the War Industries Board. W. B. Morgan, chairman.

RUBBER AND KINDRED PRODUCTS, COMMITTEE ON.

A special committee, appointed by the Rubber Association of America, Inc., which worked under the direction of the United States Government, and affiliated with the War Service Committee of the Rubber Industry of the United States. This committee succeeded the Rubber Control Committee and the Rubber Advisory Committee, which supervised rubber importations from the British Empire under the direction of the British Government from January, 1915, to December, 1917. Charles T. Wilson, chairman.

RUBBER ASSOCIATION OF AMERICA (INC.).

A trade association founded in Boston in 1900 and continued under various names until incorporated in Connecticut February 10, 1917, under the above name. Its War Service Committee entered into direct cooperation with the War Industries Board. The Rubber Association, after April 13, 1918, acted as consignee for crude rubber imports, under the Bureau of Imports, War Trade Board. The Government took an option on all imports; what was left was allocated by the Rubber Association.

RUBBER CONTROL COMMITTEE.

See *Crude Rubber and Kindred Products Committee.*

RUBBER COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Announced April 13, 1917, by B. M. Baruch, chairman of the Committee on Raw Materials, to have charge of securing for the Government a speedy and adequate supply of rubber. The work was continued, after the resignation of the cooperative committee of the Council of National Defense, by the Rubber War Service Committee. H. Stuart Hotchkiss, chairman.

RUBBER INDUSTRY WAR SERVICE COMMITTEE.

Created on December 18, 1917, to take over the work of the earlier Rubber Committee, Council of National Defense, and to act as a point of contact between the rubber industry and the Government, to supply information and statistics to the Government, to cooperate in the standardization of specifications and products, and to bring about speedy production of Government requirements. The committee held various meetings, bringing together the manufacturers and representatives of the War Industries Board. Production was curtailed in August, 1918, and in general the committee worked to the end of making restrictions equitable to all manufacturers. The committee cut down the sizes of tires from 287 to 9; about 5,500 styles of footwear were eliminated; and water bottles were cut down from 455 styles and sizes to 4. The committee operated through a central committee, B. G. Work, chairman, and the following divisions: Aircraft, P. W. Litchfield, chairman, succeeded by F. A. Seiberling; Boots and Shoes, H. E. Sawyer, chairman, succeeded by G. H. Mayo; Clothing, N. Lincoln Greene, chairman; Crude Rubber and Kindred Products, C. T. Wilson, chairman; Foreign Trade, E. H. Huxley, chairman; Gas Defense, W. C. Geer, chairman; Hard Rubber, H. Weida, chairman; Insulated Wire and Cable, Wallace S. Clark, chairman; Mechanical Goods, E. S. Williams, chairman; Medical and Sundries, A. W. Warren, chairman; Pneumatic Tires, G. M. Stadelman, chairman; Railway Supplies, H. E. Raymond, chairman; Reclaimed Rubber, F. H. Appleton, chairman; Solid Tires, H. S. Firestone, chairman, succeeded by J. W. Thomas.

RUBBER SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Organized August 5, 1918, to regulate rubber industry, crude rubber importation and production, and to see that all available capacity of the industry was devoted to filling Government requirements first. The section was discontinued December 21, 1918. Harry T. Dunn, chief.

RUSSIAN BUREAU (INC.)., WAR TRADE BOARD.

A corporation organized by the War Trade Board to aid in stabilizing the economic situation in Russia. All of its capital stock of $5,000,000 was owned by the United States Government. It was intended to trade in American exports and Siberian raw materials in the interests of the Russian people, but became inactive because of the armistice. Its exports were to be upon emergency licenses issued by the Exports Control Committee.

RUSSIAN TRANSPORTATION COMMITTEE.

Organized in October, 1915, by the Russian Supply Commission to look after the transportation of Government war orders from the United States to Russia. C. T. Medzikhovsky, in charge.

SADDLERY HARDWARE WAR SERVICE COMMITTEE.

Organized in September, 1918, to represent the industry with the Hardware and Hand Tool Section of the War Industries Board. George B. Shepard, chairman.

SAFES AND VAULTS WAR SERVICE COMMITTEE.

Organized September 12, 1918, to represent the manufacture of safes and vaults. S. F. Laucks, chairman.

SAFETY, BUREAU OF; INTERSTATE COMMERCE COMMISSION.

During the period from January 1 to March 14, 1918, 42 of the inspectors of the Bureau of Safety were engaged in conducting an extensive investigation with reference to railroad traffic congestion and the causes which were responsible for it. They studied conditions in all of the principal railroad terminals east of Cleveland, Pittsbugh, and Cincinnati and north of Cincinnati, Richmond, and Norfolk. They also investigated the movement of oil and empty tank cars in Missouri, Kansas, and Oklahoma. Daily reports were submitted, which were summarized and communicated to the Director General of Railroads. W. P. Borland, chief.

SAFETY SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created February 19, 1918. It had general supervision of the safety work of all railroads under Federal control. It directed the establishment of safety committees on all roads, and it became the duty of each carrier to designate an officer or employee who should be responsible for the organization of the safety work on his own road. An effort was made to educate employees along safety lines and to locate dangerous practices and to devise effective remedies. The original manager was Hiram W. Belnap, chief of the Bureau of Safety of the Interstate Commerce Commission. A. L. Duffy was appointed chief of the section December 30, 1918.

SAFETY ENGINEERING, DIVISION OF; WORKING CONDITIONS SERVICE, DEPARTMENT OF LABOR.

This division cooperated with the Bureau of Standards in the formulation of standards for mechanical safety. The work was under the immediate direction of Grant Hamilton, director general of the Working Conditions Service.

SAFETY ENGINEERING SECTION, INDUSTRIAL RELATIONS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The safety engineering work of the Emergency Fleet Corporation was organized in January, 1918, as a branch of the Insurance Department of the Auditing Division. In May it was transferred to the Industrial Relations Division and on June 26, 1918, it became the Safety Engineering Section of that division. The purpose of the section was the conservation of industrial man power by the creation and maintenance of better and safer plant working conditions. It acted in an advisory relation with the safety organizations in shipbuilding plants; administered supervisory inspection of plant conditions, occupational practices, new construction and equipment installation; and carried on educational campaigns through safety rallies and literature. Each shipbuilding district had a safety engineer who supervised and promoted safety engineering in that district. H. A. Schultz, executive head.

SAFETY PINS WAR SERVICE COMMITTEE.

Organized at the request of the War Industries Board October 24, 1918, to take up the question of conservation of material. George A. Driggs, chairman.

SAFETY RAZORS WAR SERVICE COMMITTEE.

Organized by the Brass Section of the War Industries Board to represent the industry in the conservation of brass and to supply the Government with needed supplies of safety razors. Henry J. Gaisman, chairman.

SAFETY AND SANITATION BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created March 4, 1918. It made studies of safety, sanitation, and health in industrial establishments and made recommendations of standards to serve as a basis for action in the case of plants engaged in ordnance work. Capt. A. D. Reiley, chief.

SAILING VESSEL BRANCH, TRADES AND ALLOCATIONS DIVISION, SHIPPING CONTROL COMMITTEE, UNITED STATES SHIPPING BOARD.

In conjunction with the Sailing Vessel Department, Division of Operations, it had charge of all matters pertaining to sailing vessels chartered or owned by the Shipping Board. It also followed up the dispatch of sailing tonnage and kept a complete record of all sailing vessels, irrespective of flag. The branch had under its direct control in September, 1918, 185 sailing vessels and 4 steamers, the latter to tow French sailors in the nitrate trade. J. F. Andrews, in charge.

SAILING VESSEL SECTION, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Sailing Vessel Section maintained general supervision over all sailing vessel traffic, through its right to approve charters granted by the Chartering Committee. It worked in conjunction with the Shipping Control Committee and directed all sailing vessels, including French vessels, time chartered to the United States Shipping Board, neutral vessels controlled by the board, American vessels requisitioned or owned by the board, and former German vessels seized by the United States. J. F. Andrews, N. D. Cunningham, and F. J. Donovan, successive managers.

SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVIVSION.

Established December 17, 1917. The duties of the Director of Sales were as follows: To supervise the selling of surplus supplies, material, equipment, buildings, plants, factories, etc., embraced within the act of Congress approved July 9, 1918, making appropriations for the support of the Army for the fiscal year ending June 30, 1919; to supervise the sale, in accordance with existing regulations, of other supplies not embraced in this act, but the sale of which was considered desirable in the public interest; and to supervise the compilation of funds covering all such sales. It was the policy of the War Department to dispose of surplus materials to other bureaus of the department or to other departments of the Government, where prac-

ticable. Wherever possible, material not disposed of in this way was sold to the contractor supplying it, at a fair price, or it was disposed of through ordinary channels in the open market. A particular effort was made to disturb industrial conditions as little as possible. The Sales Branch functioned through the following sections: Administrative; Machine Tools; Building Materials; Quartermaster Stores; Legal; Ordnance and Ordnance Stores; Raw Materials and Scrap; Motors, Vehicles, and Aircraft; and Sales Promotion. Brig. Gen. C. C. Jamieson, director of sales, succeeded by C. W. Hare, on January 4, 1919.

SALES DEPARTMENT, CONSTRUCTION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

This department was formed to dispose of material left on several United States Housing Corporation projects upon abandonment of operations at the signing of the armistice. It formulated policies, made recommendations, and kept a record of sales. H. McDonald, chief until January 31, 1919; succeeded by L. W. White.

SALES, DIRECTOR OF.

See *Sales Branch, Purchase, Storage and Traffic Division.*

SALES PROMOTON SECTION, SALES BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established April 15, 1919. This section endeavored to find markets for surplus material, both at home and abroad, and to this end planned publicity and advertising campaigns. The chief of the section was T. R. Elcock, jr.

SALMON COMMITTEE, UNITED STATES FOOD ADMINISTRATION.

Appointed July 15, 1918, composed of the Federal food administrators for California, Oregon, Washington, and Alaska and a representative of the Canned Foods Division of the United States Food Administration to determine reasonable prices for raw salmon in the various streams. Their recommendations were adopted as the basis of prices for canned salmon. An investigation of costs was made by the Federal Trade Commission and prices for the 1918 pack adopted which were the same as those of the 1917 pack.

SALVAGE BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established January 26, 1918, and responsible to Reclamation Division prior to April 22, 1918. The branch was in charge of collecting, assorting, packing, storing, and selling all waste products, and performed its functions through the Cotton, Woolen, Rubber and Leather, Metal, Waste Paper, Fertilizer and Garbage, and Traffic Sections. It was abolished June 14, 1918, its duties being taken over by the Salvage and Gardening Branch. Louis Birkenstein, chief.

SALVAGE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

The work of this division was originally performed by the Conservation Division, Office of the Quartermaster General, established

November 8, 1917. On January 21, 1918, the name was changed to Reclamation Division, and on April 22, 1918, to Conservation and Reclamation Division, Office of the Quartermaster General; and on October 28, 1918, to Salvage Division, Office of Director of Storage. Under the various designations enumerated above, it functioned successively under the following chiefs: Lieut. Col. James Canby; Maj. Irwin S. Osborn; and Philip W. Wrenn. The duties of the division included the work of organization and the making of regulations for salvage service; care and repair of shoes; care and repair of clothing; dry cleaning; laundering of clothing; care and repair of hats; care and repair of canvas fabrics and cots; collection and disposal of kitchen waste, garbage, manure, and dead animals; collection and preservation of waste material; regulations for the cultivation of land and the selling of farm, garden, mineral, and forestry products at Army camps, cantonments, and posts. The Salvage Division operated through the Administrative, Laundries, Waste Materials, Farms, and Repair Shops Branches. The last named performed the duties formerly pertaining to the Clothing Renovation, Shoe and Harness, and Canvas Repair Branches. At various times there also functioned under the Salvage Division, or under a corresponding division, prior to October 28, 1918, the following branches: Hat Repair, Contract and Purchasing, Dry Cleaning, Clothing Repair, Salvage and Gardening, Salvage, Shoe Repair, Laundries, Waste Materials, Shoe and Harness Repairs, Clothing Renovation, Farms, Gardening, and Inspection.

SALVAGE AND GARDENING BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established June 14, 1918. This branch collected and disposed of all waste products and supervised all agricultural activities on lands owned or leased by the Government. Abolished October 28, 1918. Louis Birkenstein, chief.

SALVATION ARMY, NATIONAL WAR WORK COUNCIL.

Created in April, 1917, to act as the directing body of all war work for the Salvation Army. A National War Board was later organized, with headquarters at New York and Chicago, to direct the work in the United States. The efforts of the Salvation Army in this country were directed to the cities and towns adjacent to camps. In these places huts and hotels with canteen service were established with rooms for soldiers and their friends, writing paper was distributed, and religious services held. In brief, every effort was made to serve men of all faiths and to provide a place to stay while on pass. At debarkation points the same accommodations were provided, and the sending of telegrams to friends of returning soldiers became an important part of the work. During the demobilization period, the employment agencies of the Salvation Army cooperated with the other employment agencies. The work in the American Expeditionary Forces was almost entirely within the military lines. The work of the Salvation Army overseas included the distribution of various articles of food to the soldiers, the transmission of money to dependents of soldiers, inquiries for missing men, ambulance service, decoration of graves, and all work which was con-

cerned with the welfare of the men in uniform. Over $4,000,000 was expended in this relief work. Commander Evangeline C. Booth, the commander in chief of the Salvation Army, was president of the War Work Council during the period of the war; Col. William Peart, chairman of the Eastern National War Board; Commander Thomas Estill, chairman of the Western National War Board; Lieut. Col. William S. Barker, director of war work in France.

SAN FRANCISCO DISTRICT ORGANIZATION, DIVISION OF OPERATION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The San Francisco Agency of Operations was established to look after the interests of the United States in its trade with the Orient and Australia. It was not analagous to the agencies at other ports, but was rather a supervising office formed to span the distance between the main office at Washington and the important district on the Pacific coast. It had branch offices in Seattle, Portland, and Los Angeles, through which it supervised the operation work for the Alaskan, Hawaiian, Philippine, Calcutta, and Australian trade. It reallocated the vessels on the coast in order to make the limited number meet the demand of trade, replaced the steel steamers, wherever possible, by the emergency wooden vessels, made reports on the tonnage construction on the coast, and recruited labor and seamen for the service. C. W. Cook was assistant director of the Division of Operations, at San Francisco, succeeded by H. H. Ebey.

SAND, LIME, BRICK WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the manufacturers in their dealing with governmental departments. William Crume, chairman.

SANITATION, DIVISION OF; SURGEON GENERAL'S OFFICE.

The Division of Sanitation has been coexistent with the Surgeon General's office. During the war it was concerned with all matters relating to the health of troops, including physical examinations, selection of recruits, sanitation of camps, sanitary inspections, vital statistics, etc. Subordinate to the division were the following eight sections: Sanitary inspection; medical records of sick and wounded; current statistics; communicable diseases; sanitary engineering; food and nutrition; student army training corps; and a miscellaneous section, which supervised physical examinations, prescribed physical standards, supplied administrative medical department personnel, etc. During the period of hostilities the division was under the supervision of the following officers: Col. H. P. Birmingham, Col. T. P. Reynolds, and Col. D. C. Howard.

SANITATION, SECTION ON; SUBCOMMITTEE ON WELFARE WORK, COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after the organization of the Committee on Labor in April, 1917. The sectional committee had about sixty members, experts in sanitation, appointed by Samuel Gompers, chairman of the Committee on Labor. It was controlled by an executive committee of seven members, and carried on its activities through the following so-called divisions: Shop and industrial sani-

tation, village and public sanitation, industrial fatigue, lighting, drinking water, heating and ventilation, lunch rooms, industrial diseases and poisons, medical supervision, diagnostic clinics, abnormal atmospheric pressure, and home nursing. Investigations of sanitary conditions were conducted, and a number of pamphlets were issued dealing with industrial fatigue, lighting, ventilation, and other matters affecting the health and efficiency of workers. The organization of the Working Conditions Service in the Department of Labor in July, 1918, lessened the need for further activities of this section, but its work has continued. Chairman, Dr. William A. Evans, president of the American Public Health Association. Headquarters, Washington, D. C.

SAVINGS DIVISION, WAR LOAN ORGANIZATION, TREASURY DEPARTMENT.

A division of the Treasury War Loan Organization, created in October, 1918, to take over the functions of the National War Savings Committee. In the reorganization of the war savings administration the governors of the Federal reserve banks supervised the sale of savings stamps in their respective districts, with a director of war savings for each district in immediate charge. Working through these organizations, through the Post Office Department, and through the subordinate State and local organizations, the Savings Division supervised the sale of savings stamps, conducted publicity and educational campaigns, and worked out the details of war savings policy. The director was Harold Braddock.

SCALES AND BALANCES WAR SERVICE COMMITTEE.

Organized September 26, 1918, to represent the manufacturers of beam, automatic dial, store and counter, spring, automatic dumping and recording, and scientific scales. Henry J. Fuller, chairman.

SCHOOL BOARD SERVICE STATION, BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

The recommendation of the Secretary of the Interior for the establishment of a School Board Service Station was approved by the President as of September 30, 1918. For the expenses of this division the President set aside $25,000 from the National Security and Defense Fund. A director was appointed on November 4, 1918, although considerable preliminary work had already been done. The primary object of the School Board Service Station was to furnish to school officers names and data concerning available teachers for vacancies in public schools, colleges, and universities. For this purpose an extensive registration and index file of teachers of the entire country was made, about 13,000 teachers being registered on April 15, 1919. Up to April 1, 1919, the division had made about 5,000 nominations of teachers to 1,581 reported vacancies. James R. Hanna, director.

SCHOOL AND COLLEGE SECTION, CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

This section in cooperation with the Department of Agriculture and the Bureau of Education, prepared books and pamphlets that

were used as guides in schools, normal schools, and colleges for instruction concerning the food problem. The work of college women was directed by the secretary of volunteer college students in each State. The section was organized in March, 1918, with Dean O. Templin as chief.

SCHOOL GARDEN ARMY, UNITED STATES, BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

The name was adopted in March, 1918. The work of the organization was an expansion of the work undertaken by the Bureau of Education in 1914. The expansion was made possible through an appropriation by the President on February 24, 1918, of $50,000 from his National Security and Defense Fund. The President later made a second appropriation of $200,000 to continue the work until July, 1919. The function of the organization was to promote home and vacant-lot gardening by school children. The children were organized into companies officered by captains and lieutenants and guided by garden teachers and supervisors. Members, officers, and teachers were designated by distinctive insignia. For purposes of administration and direction the country was divided into five districts, for each of which a regional director was appointed. His duties included the preparation of garden leaflets containing lessons in gardening adapted to the needs of the various localities. Up to July 10, 1918, about 1,500,000 boys and girls had enlisted in the United States School Garden Army, and 20,000 acres of unproductive home and vacant lots had been converted into productive land. J. H. Francis was director.

SCHOOL TEXT BOOKS PUBLISHERS' WAR SERVICE COMMITTEE.

Organized in May, 1918, by the United States Fuel Administration and the Conservation Division of the War Industries Board, to discuss methods of conserving the fuel and paper supply. Charles Scribner, chairman.

SCIENCE AND RESEARCH, DEPARTMENT OF; COUNCIL OF NATIONAL DEFENSE.

See *National Research Council.*

SCIENCE AND RESEARCH DIVISION, SIGNAL CORPS.

Formed October 22, 1917. The scientists of this division, in cooperation with the Bureau of Standards, worked upon technical aeronautical problems. With the establishment of the Bureau of Aircraft Production, this division was transferred May 20, 1918, and became a department of the Airplane Engineering Division. It functioned through the following sections: Aeronautic Instruments, Executive, Signaling, Bomb Sights, Trajectories and Stabilizers, Design and Chemical. Lieut. Col. R. A. Millikan, chief.

SCRAP IRON, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized June, 1917. Its functions were taken over by the War Industries Board, when it was dissolved in November, 1917. Eli Joseph, chairman.

SCRAP IRON DEALERS, AMERICAN BOARD OF.

Organized May 15, 1917, to cooperate with the Government for the period of the war only. Membership was open to all dealers, who were represented by an executive committee of officers and elected members. The board worked in cooperation with the Steel Supplies Committee, War Industries Board, in procurement and allocation of scrap iron. William J. Shroder, president.

SCRAP IRON AND STEEL SUBCOMMITTEE, AMERICAN IRON AND STEEL INSTITUTE.

Created with Eli Joseph, chairman, shortly after the organization of the American Board of Scrap Iron Dealers to act as a subsidiary of the Steel and Steel Products Committee. Price schedules were put into effect November 5 and December 27, 1917, but were inadequate. This led to the formation of a new subcommittee January 22, 1918, with W. Vernon Phillips, chairman, which produced a price schedule which was announced on February 21, 1918, which after a reduction of $1 per ton by presidential announcement, April 1, 1918, held until the end of the war.

SCREW THREAD COMMISSION, NATIONAL.

Authorized by act of Congress July 18, 1918, to be composed of nine commissioners, the director of the Bureau of Standards as chairman, two commissioned officers of the Army, two commissioned officers of the Navy, two from the American Society of Mechanical Engineers, and two from the Society of Automotive Engineers. The last four were to be appointed by the Secretary of Commerce. The commissioners were appointed September 21, 1918. The duties were to ascertain and establish standards for screw threads which were to be used in manufacturing plants under the control of the War and Navy Departments. Hearings were held in various cities to determine the best threads to be used. S. W. Stratton, chairman.

SEA SERVICE BUREAU, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

Established in July, 1917, to act as an employment bureau for the merchant marine, securing officers and crews for positions, and positions for officers and crews. It established offices in every large city and port of the country to carry on this work, and by December, 1918, had arranged positions for a total of 6,114 men, graduates and nongraduates of the training ships and schools of the Recruiting Service. It also carried on systematic inspection of merchant ships for proper living conditions. In January, 1919, the bureau was reorganized under the same name by combining with its former duties those of the existing shipping agencies of the Division of Operations and centralizing all in one bureau under the supervision of Capt. I. L. Evans.

SEA TRADE SCHOOL, UNITED STATES SHIPPING BOARD.

A commercial course to fit men in the merchant marine for positions with firms doing export and shipping business. The school was opened by the United State Shipping Board at Georgetown Univer-

sity, Washington, D. C., on February 17, 1919, with a class of 45 students who were furnished by the Sea Service Bureau of the Recruiting Service on a basis of ability, character, and a year's experience at sea. The course was four months long with most of the instruction in the evenings. The students were paid $80 a month while at the school and were employed in the daytime in the offices of the Shipping Board. Dr. E. A. Walsh, regent of the School of Foreign Service at the university, was head of the faculty.

SEA TRAINING BUREAU, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

Authorized by the United States Shipping Board on December 12, 1917, to establish and maintain various training stations and ships for the purpose of training crews for the merchant marine. The applicants for training were obtained through recruiting stations in the drug stores of 6,970 cities and towns of the country and were given an intensive course of from 1 to 6 months in which they were allowed to select their own line of work, entering (1) the deck department for sailors, (2) the fire room for coal passers of firemen, or (3) the stewards' department for cooks, bakers, or stewards. Each man was paid $30 a month while serving his apprenticeship, and upon graduation was placed on a vessel through the Sea Service Bureau. Of the 13 training ships, with a total capacity of 4,500 men, 7 were in the Atlantic Squadron, 4 in the Pacific, and 1 each at New Orleans and Cleveland. By November 8, 1918, the bureau had received a total of 32,104 applications for training. Capt. I. N. Hibbard, general superintendent.

SECONDARY METALS COMMITTEE, WAR INDUSTRIES BOARD.

Formed October 19, 1917, to cooperate with the Government for the duration of the war in the conservation of scrap metals essential for military purposes. All metal dealers pledged their cooperation through this committee and adopted the policy of the War Industries Board, coordinating with its Non-Ferrous Metal Section. A maximum price of 23½ cents was placed on new or old copper on October 30, 1917. Louis Birkenstein, chairman.

SECRET SERVICE AND POLICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Established January 1, 1918. The work of this section had previously been carried on by the Secret Service Branch of the Claims and Property Protection Section of the Division of Law, under the direction of William J. Flynn. The branch was reorganized and became a section of the Division of Operation, Mr. Flynn continuing in charge as chief. The function of the section was to supervise matters affecting the police service of the various railroads, acting through the regional directors.

SECRETARY OF WAR, THIRD ASSISTANT.

A position created by Congress to which the President, on April 19, 1918, appointed Frederick Paul Keppel. By designation of the Secretary of War he was director of civilian relations, and under

General Orders No. 81 was responsible for all matters affecting the nonmilitary life of the soldier, functioning also as the point of articulation between the work of the Commission on Training Camp Activities and the War Department. Under General Orders No. 94 his close relations with the Morale Branch of the General Staff were defined. He also, by direction of the Secretary of War, or as his representative, had charge of correspondence regarding delays in mail, the treatment of sick and wounded, matters relating to passports, in so far as the War Department was concerned, and the consideration of recommendations for clemency, etc., made by the Judge Advocate General.

SEEDS STOCKS COMMITTEE, DEPARTMENT OF AGRICULTURE.

The Seeds Stocks Committee, composed of representatives of different bureaus of the department, was organized in the spring of 1918. This committee had charge of matters of policy and administration, including the purchase and distribution of seed under the special appropriation made by Congress for that purpose. The original appropriation of $2,500,000, made August 10, 1917, was supplemented March 28, 1918, by $4,000,000. This committee made no attempt to furnish seed except in drought areas where it was clearly shown that the commercial agencies could not handle the situation. All seed purchased was carefully inspected, tested, cleaned, and graded before it was offered for sale. These seeds were offered for sale at cost, and the sale was confined to the Middle West and to Texas, where oats, flax, wheat, corn, cotton, sorghum, barley, Sudan grass, and peanuts were furnished. State officials in these States cooperated with the committee in the work. R. A. Oakley, chairman.

SEEDS WAR SERVICE COMMITTEE.

Appointed October 25, 1917, by the American Seed Trade Association. The committee formed the point of contact between Government authorities and the seed trade. The work of the committee was done in connection with the Department of Agriculture and the United States Food Administration. John L. Hunt, chairman.

SELECTIVE SERVICE LAW BUREAU, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

The Selective Service Law Bureau arranged for the exemption from military service of men enrolled through the Recruiting Service for training and subsequent sea duty in the merchant marine. H. G. Vaughan was in charge.

SEMIPORCELAIN AND CHINA WAR SERVICE COMMITTEE.

Organized July 29, 1918. The committee cooperated with the Refractories Section, the Hardware and Hand Tool Section, and the Conservation Division of the War Industries Board. W. E. Wells, chairman.

SERVICE BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created in January, 1918, as Administrative Branch, having charge of civilian personnel, all matters of office management, pub-

licity and historical matters. The branch functioned through sections on Mail and Files, Office Property, and Publicity. Capt. S. B. Johnson, chief.

SERVICE BUREAU, COMMITTEE ON PUBLIC INFORMATION.

Maintained at Fifteenth and G Streets, Washington, a public office "to give accurate information and personal direction regarding Government officials" to visitors to Washington. It was established upon order of the President of May 1, 1918. On July 8, 1918, it took over the numerous Government information bureaus at Union Station. Frederick W. McReynolds in charge until February 1, 1919, succeeded by Martin A. Morrison.

SERVICE DIVISION, MOTOR TRANSPORT CORPS.

Established by order of the Chief of the Motor Transport Corps, dated August 30, 1918. It was responsible for determining the efficiency of the Motor Transport Corps throughout its various branches, for compiling general information and statistics, and for the preparation of tables of organization and requirements. All contemplated changes in policy and methods of administration were referred to this division in order to secure proper coordination. It functioned through the Requirements, Statistics, Planning and Efficiency, Historical and Morale Branches. Lieut. Col. Edward Orton, chief.

SERVICE SUBDIVISION, DOMESTIC OPERATIONS DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Organized November 1, 1918, to coordinate the activities of the branches reporting to it. These were Operation Service, Warehousing Handling Methods, Accounting Methods, Fire and Accident, Packing Service, Space Allotment. Lieut. Col. F. K. Espenhain, chief.

SETTLEMENTS DIVISION, DIRECTOR OF FINANCE.

Created November 22, 1918, to have charge of the expedition of payments of contracts and award, of examining contracts to determine if they had been executed in conformity with law, of preparing all claims for property lost, damaged, or destroyed in the military service and of maintaining correct lists of firms bidding on War Department contracts. It functioned through the following branches: Executive, Contract Adjustment, Contract Examining, Claims, and Credits. Lieut. Col. L. W. Blythe, chief, succeeded February 28, 1919, by Lieut. Col. John L. Butler.

SHADE ROLLERS AND WINDOW SHADES WAR SERVICE COMMITTEE.

Organized September 25, 1918. The committee cooperated with the Conservation Division of the War Industries Board. Harold W. Hack, chairman.

SHEEPSKIN AND GLOVE LEATHER SECTION, HIDES, LEATHER AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

This section was organized in March, 1918, to establish immediate control of sheepskins and horsehides, inasmuch as the Quartermaster Corps authorizations for sheepskin jerkins and horsehide gloves

were in excess of available supply of raw material. Agreement with the wool pullers was reached March 20, 1918, and maximum prices for sheep and lamb skin raw stock were fixed on June 7, 1918, which with changes and renewals ran until January 31, 1919. This section had charge of sheepskin used by the Ordnance Department in saddles, by the Signal Corps for aviators' boots, and by the Quartermaster Corps for coats. By means of trade reports and sales invoices this section was able to arrive at its allocations so that supply was increased and conserved and transportation eliminated. The functions of this section were taken over by the Quartermaster Corps October 1, 1918. E. C. Shotwell, chief.

SHEET METAL CONTRACTORS WAR SERVICE COMMITTEE.

Organized March 25, 1918, by the National Association of Sheet Metal Contractors. It represented the whole industry and prepared lists of contractors, submitting them to Government departments so that contracts might be secured quickly. W. A. Fingles, chairman.

SHEET METAL WARE WAR SERVICE COMMITTEE.

Organized in December, 1917, to represent the manufacturers of sheet metal ware. Bulletins were issued to keep the trade informed of rulings. Sidney Detmers, chairman.

SHEET STEEL, SUBCOMMITTEE ON; AMERICAN IRON AND STEEL INSTITUTE.

Organized in September, 1917, by the American Iron and Steel Institute to succeed the Sheet Steel Subcommittee of the Steel and Steel Products Committee of the Council of National Defense. The subcommittee had charge of the allocation of all sheet steel requirements and to it the various sheet-steel manufacturers were responsible. W. S. Horner, chairman.

SHEET STEEL, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized June, 1917. Its functions were taken over by the War Industries Board when it was dissolved in November, 1917. W. S. Horner, chairman.

SHELLAC IMPORTERS' ASSOCIATION, INC., UNITED STATES.

Organized in June, 1910, and incorporated in New York June 15, 1917, to foster trade and commerce in shellac and other allied products; to facilitate importation and to promote the interests of importers; to collect and give out accurate and reliable information about importers and dealers. The association acted as consignee for the Bureau of Imports, War Trade Board, of shellac, button lac, garnet lac, seed lac, stick lac, and refuse lac. H. S. Chatfield, secretary.

SHIP CHARTERING COMMITTEE, OPERATIONS DIVISION, UNITED STATES SHIPPING BOARD.

See *Chartering Committee, Operations Division, United States Shipping Board.*

SHIP CHARTERING AND REPORTS SECTION, LOGISTICS AND FUEL DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

A permanent section in charge of the chartering of tankers, colliers, and barges for transportation of fuel and reports of availability of vessels. Benjamin Young, chief, succeeded by Chief Yeoman J. M. O'Connor.

SHIP CONSTRUCTION COMMITTEE, UNITED STATES SHIPPING BOARD.

Appointed about May, 1917, to advise the United States Shipping Board as to the types of steamers that should be built. Committee completed work and resigned about November, 1917.

SHIP PROTECTION COMMITTEE, UNITED STATES SHIPPING BOARD.

A committee appointed by Gen. Goethals in May, 1917, to consider every suggestion received by the United States Shipping Board Emergency Fleet Corporation, and Naval Consulting Board, which in any way concerned the defensive side of merchant ship protection, and to make recommendations thereon to the United States Shipping Board. Some of the recommendations immediately approved by the board were: The arming of merchantmen, the provision of smoke-producing apparatus, low-visibility or camouflage, smokeless coal in the war zone, consideration of means of throwing depth bombs, and the installation of excess buoyancy devices. During the latter part of 1917 the committee began some experimental work in cooperation with the United States Naval Engineering Experiment Station at Annapolis, Md., and in the spring of 1918, with the cooperation of the Navy Department, it established an experimental department at New London, Conn., to carry on this work of experimentation. To obtain compliance with its safeguards and precautions, it worked through the medium of the Shipping Control and Chartering Committees, the War Trade Board export licenses, and the War Risk Insurance premium rates. Soon after its establishment the executive committee of three was merged into the larger Ship Protection General Committee, which was composed of various members from different Government departments. Rear Admiral H. H. Rousseau was in charge of the activities of the committee, succeeded by Rear Admiral A. R. Couden. J. A. Donald, of the Shipping Board, was chairman.

SHIPBUILDING BOARD OF REVIEW AND APPEAL.

Provided for by the agreement entered into on December 8, 1917, by representatives of the Navy, the Emergency Fleet Corporation, and various unions engaged in the construction of ships. This agreement was a revision of the memorandum of August 20, 1917, creating the Shipbuilding Labor Adjustment Board. The agreement of December 8 provided that if either employers or employees should be dissatisfied with the decision of the Shipbuilding Labor Adjustment Board, appeal might be taken to a Board of Review and Appeal to be made up in each case as follows: Three members to be named jointly by the Emergency Fleet Corporation and the Navy Department, and three to be named by the American Federation of Labor. An appeal board was formed to review the awards of the Shipbuild-

ing Labor Adjustment Board rendered on October 24, 1918. These awards determined shipbuilding wages for the entire country. The appeal board divided evenly, the three representatives of the Fleet Corporation and the Navy voting to uphold the adjustment board, and the three representatives of labor voting to amend its decisions and grant greater increases in wages. The rulings of the adjustment board were therefore not reversed.

SHIPBUILDING FACILITIES, YARD DEVELOPMENT AND STORAGE SECTION, BUREAU OF YARDS AND DOCKS, NAVY DEPARTMENT.

This division was responsible for the design and construction of the shore facilities provided for the Navy Department, to be used for shipbuilding and repair, including shipbuilding ways, marine railways, shops, foundries, piers, storehouses, etc. Commander C. D. Thurber, chief.

SHIPBUILDING LABOR ADJUSTMENT BOARD.

The labor troubles impending in many shipyards in the summer of 1917 led to the establishment of the Shipbuilding Labor Adjustment Board, generally known as the "Macy Board," after its chairman, V. Everit Macy. The board was created as the result of a memorandum signed August 20, 1917, by representatives of the Navy, United States Shipping Board Emergency Fleet Corporation, and the presidents of the principal international unions having to do with shipbuilding. The agreement provided for a board of three members, one appointed by the Emergency Fleet Corporation, one by the President, and one by Mr. Gompers of the American Federation of Labor. In addition to these, however, the Navy was entitled to a separate representative when matters affecting it were raised, and local employers and employees were each entitled to a seat on the board in the adjustment of matters in the localities affected. Moreover, there were really two representatives of labor, one to sit when steel ships and the other when wood ships were considered. This agreement was unsatisfactory, and a second memorandum was signed on December 8, 1917, limiting the membership of the board to the three mentioned above, except that the first member was appointed jointly by the Emergency Fleet Corporation and the Navy. The agreement provided practically for the determination of wages according to union rates and the cost of living, and also made provision for a Board of Review to which appeals against the decisions of the Shipbuilding Labor Adjustment Board might be taken either by employers or employees. The board's jurisdiction covered the adjustment of wages, hours, and conditions of labor (1) in the construction or repair of those shipbuilding plants for which funds were being provided by the Fleet Corporation or the Navy, and (2) in the construction and repair of ships which were carried on under contract with the Emergency Fleet Corporation or the Navy, exclusive of work done in the navy yards. By a group of decisions rendered in the latter part of 1917 and the early part of 1918, the board established two sets of standard wages, one for the Pacific Coast, and one for the Atlantic Coast, Gulf, and Great Lakes Districts. By decisions rendered in October, 1918, shipbuilding wages were standardized for the entire country. On March 31, 1919, the agreement creating the board was terminated, and the board was dissolved.

SHIPPERS' COOPERATIVE COMMITTEES, NATIONAL INDUSTRIAL TRAFFIC LEAGUE.

Organized at a meeting of the executive committee and nearly 150 members of the National Industrial Traffic League, held at Washington on May 25, 1917. The meeting was called at the suggestion of the Executive Committee of the Special Committee on National Defense of the American Railway Association, which desired to secure the cooperation of the shippers in meeting the transportation problem. The result was that the league authorized its president to appoint both central and regional committees; and it was also provided that the president, vice president, and secretary of the league, together with the chairman of the executive committee, should be ex officio members of each committee so appointed. The Central Committee was composed of seven members of the league, in whose hands was placed general supervision of the movement looking toward cooperation with the Council of National Defense and the Railroads' War Board. The regional committees were located at each of the points where the Commission on Car Service had established its subcommittees. In the beginning there were 23 such points, but the number was afterwards increased. It was the purpose of these regional committees to report to and cooperate with the Commission on Car Service. Specifically, they were directed (1) to cooperate with the subcommittees of the Commission on Car Service in adjusting strictly local transportation problems; (2) to report to the Central Committee any action taken; (3) to make recommendations to the Central Committee.

SHIPPING BOARD, UNITED STATES.

The United States Shipping Board was created under the Federal shipping act of September 7, 1916, for the purpose of regulating foreign and domestic shipping and promoting the development of an American merchant marine. It was organized on January 30, 1917, primarily for peace-time activity, but after the declaration of war by the United States in April, 1917, it actually functioned as a war board under emergency powers granted to it by presidential proclamation and war legislation. The most fundamental of these powers were contained in an Executive order dated July 11, 1917, wherein the President delegated to the Shipping Board all the power and authority vested in him by the emergency shipping fund provision of the urgent deficiencies act of June 15, 1917, to acquire vessels already constructed, and to operate, manage, and dispose of all vessels theretofore and thereafter acquired by the United States, and granted to the United States Shipping Board Emergency Fleet Corporation all the power and authority vested in him relating to the construction of vessels. The United States Shipping Board Emergency Fleet Corporation, whose trustees included all the members of the Shipping Board, was formed by the board under the authority of the shipping act and incorporated under the laws of the District of Columbia April 16, 1917. It was the most important of the agencies through which the Shipping Board performed its war activities, and was charged with the purchase, construction, equipment, lease, charter, maintenance, and operation of ships for the United States during the war. It acted in some respects as a cor-

poration, but at the same time benefited from its character as a Government agency. Besides the operation and construction of ships the Shipping Board was concerned with every other phase of the shipping problem which confronted the United States during the war, e. g., the allocation of ships to cargoes and trade routes, recruiting and training men for the merchant marine, questions of just compensation, insurance claims, regulation of rates, port and harbor development and utilization, etc. These problems were handled for the board by the following divisions and committees whose names indicate in a general way the function performed: The Recruiting Service, Chartering Committee, Shipping Control Committee, Division of Planning and Statistics, Port and Harbor Facilities Commission, Insurance Division, Law Division, Board of Survey and Consulting Engineers, Ocean Advisory Committee on Just Compensation, Division of Regulation, Marine and Dock Industrial Relations Division, Lake Committee, Shipping Mission in London, Division of Transfer and Private Construction, and the Information Bureau. The Board was composed of five commissioners appointed by the President and confirmed by the Senate.

William Denman, Bernard N. Baker, John A. White, Theodore Brent (appointments confirmed Jan. 19, 1917), and John A. Donald (appointment confirmed Jan. 23, 1917) composed the board as first appointed. Commissioner Baker resigned January 26, 1917, and was succeeded by Raymond B. Stevens, March 15, 1917. Chairman Denman and Commissioner White resigned July 24, 1917, followed by E. N. Hurley and Bainbridge Colby, whose nominations were confirmed July 25 and August 8, 1917, respectively. Commissioner Brent resigned July 26, 1917, succeeded by Charles R. Page, and the board as thus constituted served throughout the war under Mr. Hurley as chairman.

SHIPPING BOARD EMERGENCY FLEET CORPORATION, UNITED STATES.

A Government-owned corporation established by the United States Shipping Board under authority of the Federal shipping act of September 7, 1916, and incorporated under the laws of the District of Columbia on April 16, 1917, with a capital stock of $50,000,000, all of which was subscribed for by the Shipping Board on behalf of the United States except the qualifying shares of the board of trustees. The corporation was created for the "purchase, construction, equipment, lease, charter, maintenance, and operation of merchant vessels in the commerce of the United States," and was intended to serve the board as a business corporation for prompt and direct action, but with the power and authority of a Government agency. Under the original shipping act it was not authorized to operate vessels under its jurisdiction, unless, after bona fide effort it was unable to secure their operation under suitable terms by citizens of the United States; but under Executive order, July 11, 1917, this power to operate and acquire vessels, which had been vested in the President by the Emergency Shipping Board provision of June 15, 1917, was delegated to the board, and later by it to the Emergency Fleet Corporation. The problems of operation were handled for the corporation by its Division of Operations through an extensive home and field organization, and included all matters pertaining to

finances of operation, requisitioned ships, chartering of ships, rate making, contracts with owners, assignments to managers or operators, and actual management of all vessels with Shipping Board crews. The construction of ships, the other principal activity of the corporation, included problems of design, supply, production, purchase, standardization, labor, equipment of vessels, and contract administration. Full power in the construction of ships was delegated directly to the Emergency Fleet Corporation by the President in his proclamation of July 11, 1917, and later administered under a director general who retained control of the policy of the corporation, but placed control of the management in the hands of the general manager. The general duties and activities of the corporation were divided into two groups, one covering actual production, the other administration. The Ship Production Group, under Vice-President Piez, included a District Management Group, National Service Section, Planning and Statistics Section, Requirement Section, and the following divisions: Steel Ship Construction, Wood Ship Construction, Supply, Shipyard Plants, and Passenger Transportation and Housing. The Administrative Group under Vice President Coonley included an Industrial Relations Division, Contract Division, Publications and Plant Protection Sections, and Comptroller's and Auditor's Offices. The Legal Division, in charge of the legal affairs of the corporation, was distinct from either of these groups. While the above agencies composed the working organization of the corporation at the time of the armistice, they do not form an exact picture of the corporation for the entire period of the war, as that organization was constantly growing and changing, and upon the cessation of hostilities was again reorganized for peace-time performance. Under the old by-laws, the general manager was chief executive officer of the corporation, elected by the trustees and with full authority over the business affairs of the corporation, but as the chairman of the Shipping Board was also president of the corporation, a dual executive responsibility existed. On November 15, 1917, the by-laws were amended, making the general managership an appointive office under the president and giving the latter officer full executive authority with power to delegate that authority. In April, 1918, the office of director general was created and delegated complete power in matters of construction. The first president of the corporation, William Denman, resigned July 24, 1917, and was succeeded by E. N. Hurley, who served throughout the war. The first general manager, Maj. Gen. G. W. Goethals, appointed by the President April 26, 1917, resigned July 27, 1917. He was followed by Rear Admiral W. L. Capps, who resigned December 1, 1917, succeeded by Rear Admiral F. R. Harris, who resigned December 15, 1917, and was succeeded by Vice President Charles Piez. In April, 1918, C. M. Schwab was selected by the trustees to fill the newly created office of director general. Mr. Piez continued as general manager for the administration of problems of construction, and the placing of contracts. In December, 1918, Mr. Schwab resigned and Mr. Piez became director general, and on May 1, 1919, he resigned and the exercise of his duties was temporarily put in the hands of J. L. Ackerson.

SHIPPING COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Created in April, 1917, to advise with the United States Shipping Board and report through the chairman of that board to the Council of National Defense as to the best methods of increasing tonnage available for shipment to the Allies. It later lost its original function and served only to keep the Council of National Defense in touch with the shipping situation. William Denman, as chairman of the United States Shipping Board, was chairman of the committee, followed by E. N. Hurley, with P. A. S. Franklin as vice chairman. The committee resigned about November 20, 1917.

SHIPPING COMMITTEE, UNITED STATES CHAMBER OF COMMERCE.

Appointed by the Executive Committee, United States Chamber of Commerce, May 31, 1917, as a result of a conference with the United States Shipping Board. The committee appointed subcommittees in the various shipbuilding districts to increase the morale of laborers and workmen. Thomas Filene, chairman.

SHIPPING CONTROL COMMITTEE.

Appointed by the Secretary of War February 7, 1918, and by a resolution of the United States Shipping Board February 11, 1918. For the United States Shipping Board it allocated vessels under the control of the board to cargoes and routes, and for the War Department it controlled the operation of the fleet of cargo carriers transporting material to the American Army abroad. The need for the creation of this committee arose from a serious shortage of tonnage for war purposes and the lack of scientific direction of existing tonnage. Its main purpose was to centralize control of shipping, to unify the shipping resources of the allied nations and the United States, and to make existing shipping as liquid as possible. Before the creation of the committee the Division of Operations of the United States Shipping Board Emergency Fleet Corporation carried on certain of the functions of the committee, but after its establishment the duties of the two were distributed, in general, as follows: The committee allocated vessels to trades, supervised the operation of vessels thus allocated, and controlled port activities in connection with the movement of ships, engagement, loading, and discharging of cargoes. The Division of Operations had charge of all matters pertaining to finances, requisitioned ships, chartering of ships, rate-making, contracts, assignments to managers or operators, actual management of all vessels with Shipping Board crews, and records of operation under the direction of the Shipping Control Committee. Through the centralized control of shipping, the employment of the "marine skip-stop system," which involved direct routing, unification of cargoes, full loading, and reduction of time in port, and the use of progress charts and tabulations of vessel movements, the committee was enabled to double the efficiency of the available shipping. The most important of the administrative divisions of the committee were the Division of Trades and Allocations, and the Division of Dispatch. The committee, composed of P. A. S. Franklin, chairman; Sir Connop Guthrie, representative of the British Ministry of Shipping, and H. H. Raymond, resigned December 31, 1918, and its

functions were transferred to the Shipping Board Division of Operations, and the Quartermaster Corps.

SHIPPING MISSION IN LONDON, AMERICAN; UNITED STATES SHIPPING BOARD.

Functioned during 1918 as the point of contact between the United States Shipping Board and the Allied Maritime Transport Council. Its recommendations served to guide the policy of the board with reference to the chartering of vessels and the allocation of tonnage. In the early part of 1919, when the functions of the Maritime Transport Council were taken over by the Supreme Economic Council, the mission continued to exist, but with more restricted functions and a smaller personnel. R. B. Stevens, vice chairman of the United States Shipping Board, was in charge of the office.

SHIPS' REPAIR DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

Established prior to outbreak of war. This division had charge of all repairs to vessels, including the maintenance of repair parts, such as propellers, shafting, and spiral material necessary for effecting repairs, its location, shipment, etc. Com. W. A. Smead, chief.

SHIPYARD PLANTS DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized August 19, 1917, to supervise the construction of shipyards, industrial plants, dry docks and marine railways, and storage yards, with particular attention to that part of the ship contracts applying to grounds, waterfronts, ways, shops, cranes, etc. Its engineers examined and passed on plans for plant construction, fire protection, and power facilities; and, when called upon, they examined establishments at which contracts were proposed to be placed, with reference to their existing facilities, proposed necessary extensions, and, in some cases, investigated estimates of cost. Resident and district engineers controlled the work in plants and districts. In order to simplify and expedite the building of ships, the work of the division was gradually organized under the following sections: Plant Construction, Concrete Yard, Dry Docks and Marine Railways, Progress, Fire Protection, Power, and Property Inventory and Custody. On November 1, 1918, the number of yards building for the Emergency Fleet Corporation numbered 198 with 1,083 ways, in comparison with 61 yards and 215 ways, building vessels of over 3,000 tons, in April, 1917. For convenience in administration these yards were divided into groups of (1) Government agency plants, (2) investment plants, (3) contract yards, and (4) requisition yards. Rear Admiral H. H. Rousseau was manager of the division.

SHIPYARD VOLUNTEERS, UNITED STATES.

Organized about January 1, 1918, as a result of the acute shortage of workers in the shipyards. Prior to this the United States Public Service Reserve had started a publicity campaign in the Northwestern States for the purpose of enrolling volunteer workers for the shipyards. The United States Shipping Board was not satisfied with the results obtained, however, and started its own movement. By

agreement, the two campaigns were combined under the title of the United States Shipyard Volunteers of the Public Service Reserve. The enrollment, which began February 11, 1918, finally amounted to about 280,000 men. The actual placing of the men in employment was put in charge of the United States Employment Service. On May 6, 1918, the Shipyard Volunteers were placed under the Industrial Service Department of the Fleet Corporation.

SHOE SECTION, LEATHER AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Created October 8, 1918. In addition to having charge of procurement, production, and inspection, it also designed leather shoes, made research in tariff of sizes, and negotiated for shoe-repairing machinery, etc., used by Salvage Division repair shops. G. R. Harsh, chief.

SHOE AND HARNESS REPAIR BRANCH, SALVAGE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established October 28, 1918, under P. H. Fraher. This branch supervised the repairing and reclaiming of shoes and harness at camps, cantonments, posts, and depots.

SHOE AND LEATHER ASSOCIATION, NEW ENGLAND; WAR SERVICE COMMITTEE.

Appointed soon after the declaration of war to cooperate with the various national and sectional organizations of the allied shoe and leather trades and with Government departments in an effort to further war demands. Harry I. Thayer, chairman.

SHOE AND LEATHER INDUSTRIES COOPERATIVE COMMITTEE, SUPPLIES COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

The Shoe and Leather Committee was appointed by the National Boot and Shoe Manufacturers Association at the request of the Council of National Defense shortly after the declaration of war. It acted in an advisory and cooperative capacity to the Committee on Supplies of the council. The principal work of the committee was to insure to the Government an adequate and reasonably priced supply of shoes for the Army. The committee arranged with packers for maximum prices on hides for Government contracts. Specifications were sent to manufacturers and contracts let through the Quartermaster Department to the lowest bidders. Similar assistance was given to the British and Russian Governments. The passage of the food and fuel act and the decision of the council to abolish its Cooperative Industrial Committee resulted in the resignation of the Shoe and Leather Committee. Its work was continued in the Supplies Committee, transferred in January to the Quartermaster Department, and by the Boot and Shoe War Service Committee. It was also known as the Shoes and Leather Section of the Advisory Commission. J. F. McElwain, chairman.

SHOE AND LEATHER INDUSTRIES COUNCIL FOR NATIONAL SERVICE.

Formed September 28, 1917. The committee embraced manufacturers, wholesalers, retailers, last manufacturers, finding dealers, tanners, and other allied industries. The purpose of this council

was to have an organization which could represent the industry before the Commercial Economy Board of the Council of National Defense. Andrew C. McGowan, chairman.

SHOE MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized December 4, 1917, to serve as a point of contact between the Government and the industry. The object was to coordinate the industry with a view to standardizing the product in order that there might be conservation of capital, materials, and man power. John S. Kent, chairman, December 4, 1917, to August 21, 1918, succeeded by J. H. McElwain.

SHOE REPAIR BRANCH, CONSERVATION AND RECLAMATION DIVISION, QUARTERMASTER GENERAL.

Established April 16, 1918, for the purpose of repairing and reclaiming shoes at camps, cantonments, posts, and depots. Prior to April 22, 1918, it was responsible to the Reclamation Division. The branch was discontinued on October 28, 1918, and its functions taken over by the Shoe and Harness Repair Branch, Salvage Division. P. H. Fraher, chief.

SHOE RETAILERS' WAR SERVICE COMMITTEE.

Created to represent the shoe retailers of the country in their relation to the Government during the war emergency. By a voluntary agreement with the War Industries Board in October, 1918, the shoe retailers, together with the tanners, manufacturers, and jobbers, established a standard schedule of prices on retail shoes, with the object of saving labor and materials, and of stabilizing the prices of shoes. A. H. Geuding, chairman.

SHOE WHOLESALERS' WAR SERVICE COMMITTEE.

Organized September 24, 1918, to represent the National Association, which was composed of four divisional associations—New England, Middle States, Southern, and Western. The committee was required by the War Industries Board to represent all wholesalers. The wholesalers had been represented by a committee on the National Service Council of the Shoe and Leather Industries, but that committee was disbanded at this time. The function of the committee was to have the wholesaler recognized as an essential factor in the distribution of shoes. The committee worked out with the Boot and Shoe Section of the War Industries Board the price classifications issued October 14, and discontinued one month later. Byron S. Watson, chairman.

SHOES, LEATHER, AND RUBBER BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

See *Leather and Rubber Branch.*

SHOES AND LEATHER SECTION, SUPPLIES COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

See *Shoe and Leather Industries Cooperative Committee.*

SHORE ESTABLISHMENT DIVISIONS, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

The work of this division included the development and design of plants, including navy yards, naval stations, repair bases for submarines and aircraft, etc. It also had charge of machine tools and equipment, maintenance of material stocks, costs, and records, and manufacturing processes. Capt. S. M. Henry, head.

SHORT LINE SECTION, DIVISION OF PUBLIC SERVICE AND ACCOUNTING, UNITED STATES RAILROAD ADMINISTRATION.

Creation announced August 7, 1918, effective, however, July 29, 1918. This section was charged with the task of seeing that short-line railroads, whether operating under Federal or private control, received a fair division of rates, fair treatment in the routing of traffic, and a reasonable share of the available car supply, and such cooperation and assistance from the United States Railroad Administration as was consistent with war conditions. On February 1, 1919, this section was transferred to the newly created Division of Public Service. Edward C. Niles, manager.

SIGNAL BRANCH, MACHINERY AND ENGINEERING MATERIALS DIVISION, DIRECTOR OF PURCHASE, PURCHASE AND STORAGE.

Created October 28, 1918, to have charge of purchase negotiations, purchase specifications, and selection of line construction materials, wire and cable, chests, kits, mechanical signal, and miscellaneous supplies. Maj. I. D. Hough, chief.

SIGNAL CORPS, WAR DEPARTMENT.

A corps of the Army which had charge of supplying the equipment for the means of communication in the Army, the training of personnel and the organization of units for field service at home and abroad. On July 1, 1916, its commissioned personnel embraced 63 officers in the Signal Corps proper and 77 in its Aviation Section. This personnel was greatly increased at the outbreak of war and a steady increase took place after that time. In September, 1917, the Signal Corps was reorganized and included the following divisions: Administration, Air, Land, Equipment, Construction, Radio, and Photographic. The development of aviation in the Signal Corps was a very important phase of its activities. The general policy followed was to use allied flying schools as much as possible, to purchase combat planes of the French for the use of our aviators, to establish schools and to build flying fields in this country, to provide training planes, to build various types of combat planes in this country, and to supply aviation equipment. The Liberty motor was developed and a start made in the production of these engines. These aviation activities were developed by the Signal Corps up to May 20, 1918. On this date, by presidential proclamation, the Bureau of Aircraft Production and the Department of Military Aeronautics were established and took complete charge of all aviation matters. The work of the Signal Corps included the training of all personnel and the supply of all material used by field signal battalions, telegraph battalions, fire-control stations, and photographic material. The Science and Research Division was estab-

lished in October, 1917, and its work contributed largely to the success of the Signal Corps in supplying scientific apparatus for the various departments. On August 8, 1918, the organization which functioned under the Chief Signal Officer comprised the following divisions: Executive, Administration, Personnel, Supply, Procurement, Special Service, and Engineering and Research. Maj. Gen. George O. Squier was chief signal officer during the period of the war.

For the agencies which were concerned in the production and purchase of Signal Corps material, see *Procurement Agencies, Signal Corps.*

SIGNAL SUBDIVISION, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Organized November 25, 1918, to have charge of the distribution of signal material to the Army and the allotment of surplus property. It functioned through the following branches: Traffic, Requisition, Surplus Property and Stock Record. Capt. E. O. Schairer, chief.

SILICA AND GRAY-IRON MOLDERS' SAND WAR SERVICE COMMITTEE.

Organized by the American Sand Association to represent producers of silica and gray molding sand used in the manufacture of steel and cast-iron molding. A. P. Howland, chairman.

SILK ASSOCIATION OF AMERICA (INC.).

An old-established trade association which formed a war-service committee to cooperate with the War Industries Board and the Allied Silk Trading Corporation which worked with the Ordnance Department. After September 13, 1918, the association acted as consignee for all imports of silk into the United States. This was done at the request of the Bureau of Imports, War Trade Board. Charles Cheney was president during the period of the war.

SILK SECTION, TEXTILE DIVISION, WAR INDUSTRIES BOARD.

Formed August 2, 1918. It acted as intermediary between the departments of the Government and the silk and allied industries and was the clearing house for all matters regarding imports, exports, customs complaints, and licenses affecting the silk trade. The section was discontinued December 31, 1918. William Skinner, chief.

SILK MANUFACTURERS' WAR SERVICE COMMITTEE.

Appointed December 12, 1917, by the Silk Association of America in order to effect coordination between the Government and the silk industry. It worked with the Silk Section of the War Industries Board and the Bureau of Imports of the War Trade Board in securing the necessary supplies of silk and silk products and in outlining conservation measures. The Allied Silk Trading Corporation was organized and functioned in the securing of silk for Government contracts. Charles Cheney, chairman.

SILK TRADING CORPORATION, ALLIED.

Organized in November, 1917, at a conference of representatives of silk spinners (of whom there are seven in the United States) and of the Ordnance Department, at the request of the Government, to get silk cartridge cloth for smokeless powder retainers. It took the responsibility of securing the raw materials used in manufacture of cartridge cloth, distributed contracts, and procured deliveries of 26,900,000 yards of cloth. It cooperated with the Silk Section, War Industries Board, and the War Service Bureau of the Silk Association in stabilizing prices.

SISAL AND BINDER TWINE WAR SERVICE COMMITTEE.

Organized by the Collateral Commodities Division of the United States Food Administration to represent the industry with the Sisal and Textile Food Containers Section. H. L. Daniels, chairman.

SISAL AND TEXTILE FOOD CONTAINERS SECTION, DIVISION OF COLLATERAL COMMODITIES, UNITED STATES FOOD ADMINISTRATION.

The sisal and binder twine problem was taken over by the Division of Chemicals, January 15, 1918, and the name of that division became Division of Chemicals, Sisal, and Jute. The Sisal and Textile Food Container Section was organized October 15, 1918. The principal functions were the handling of the distribution of sisal to manufacturers of binder twine, handling of jute and burlap, and textile food containers. Henry Wolfer, chief.

SITES, COMMITTEES ON; UNITED STATES HOUSING CORPORATION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, DEPARTMENT OF LABOR.

When a housing project was definitely undertaken by the United States Housing Corporation, a Committee on Sites, composed of a town planner, an engineer, an architect, and a real estate expert, was sent to the community in question to make investigations. The four members, taking all factors into consideration, made recommendations as to the sites to be purchased. Upon approval by the corporations, the Real Estate Division undertook to acquire the property.

SLATE, WAR SERVICE COMMITTEE ON.

At a meeting of slate manufacturers held in New York June 17, 1918, at the request of Richard L. Humphrey, chief, Building Materials Section, War Industries Board, a war service committee was appointed. The functions of the committee were to keep a record of slate stocks available for Government requirements, to assist the departments, including the United States Housing Corporation and Emergency Fleet Corporation, in placing orders to best advantage. The committee continued its functions until January 1, 1919. Thomas S. Nelson, chairman.

SMALL ARMS DIVISION, ORDNANCE DEPARTMENT.

Created April 15, 1917, when it was separated from the Small Arms and Equipment Division, which had been in existence prior to the war. This division had charge of small arms, small arms

ammunition, target materials, and grenades, and the issue of this material to schools, rifle clubs, and civilian training camps. This division functioned through the following sections: Administration, Planning, Finance, Property, Purchase, Contract, Production, and Inspection. On January 14, 1918, the Ordnance Department was reorganized and the Small Arms Division was abolished. Col. John T. Thompson, chief.

SMALL ARMS SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

At the beginning of the war there existed as one of the branches of the Ordnance Department the Small Arms and Equipment Division. It was divided into the Small Arms and Equipment Divisions on May 23, 1917. The Small Arms Division was organized as the Small Arms Section of the Procurement Division in January, 1918. The section supervised the purchase of small arms, and the ammunition and accessories used in connection therewith. It functioned originally through the Rifle, Pistol, Bayonets and Sabers, Accessories, Ammunition, and Machine Gun Branches. At the signing of the armistice there were the Ammunition, Arms, Machine Gun, and Miscellaneous Branches. Maj. C. E. Warren was section head from January 17 to February 1, 1918; Maj. E. A. Shepherd from February 1 to August 10, 1918; and Capt. H. B. Johnson after August 10, 1918.

SMALL ARMS SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created January 14, 1918, to supervise and regulate the production of rifles, pistols, revolvers, other side arms, and accessories. It functioned through the Administration, Statistical, Material, and Manufacturing Branches. Maj. H. Eames, chief.

SMALL ARMS AND AMMUNITION, COMMITTEE ON; MUNITIONS STANDARDS BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed March 10, 1917, of representatives of concerns manufacturing machine guns, pistols, revolvers, rifles, and cartridges, to discuss facilities and to recommend to the Council of National Defense programs of preparedness and preparatory demands as regards designs and specifications. It brought about cooperation of manufacturers pending the formation of a governmental organization, known as the Forgings, Guns, Small Arms, and Small Arm Ammunition Section, War Industries Board. J. E. Otterson, chairman.

SMALL TOOLS AND CHESTS BRANCH, HARDWARE AND METALS DIVISION, QUARTERMASTER GENERAL.

Created July 17, 1918, to succeed the Tool and Hardware Sundries Branch. The branch was in charge of the procurement of small tools and chests. The branch was transferred to General Supplies Division October 28, 1918. W. F. Fusting, chief.

SMITHSONIAN INSTITUTION.

See *National Museum, United States;* and *Astrophysical Observatory.*

SOAP AND CANDLE WAR SERVICE COMMITTEE.

Appointed May 23, 1918, at a conference of soap manufacturers with the United States Food Administration, Department of Agriculture, and War Industries Board. The committee took up dynamite glycerin prices and provided for allied requirements of this commodity. Sidney M. Colgate, chairman.

SOCIAL HYGIENE DIVISION, WAR DEPARTMENT COMMISSION ON TRAINING CAMP ACTIVITIES.

Created on October 30, 1917, as the Social Hygiene Instruction Division, which undertook to combat venereal disease in the Army and the Navy through various means of educational propaganda. It functioned through the Army and Navy Sections, the Section on Men's Work, the Section on Women's Work, and the Motion Picture Section. The Section on Men's Work was, broadly speaking, the publicity department of the Government's campaign against venereal disease. It sought to arouse the citizens in communities contiguous to military and naval centers to the necessity for suppressing prostitution and venereal disease and sought their cooperation in the enforcement of regulations for the suppression of vice in civilian communities. The Social Hygiene Division worked in cooperation with the Surgeon General of the Army and with such agencies as the Sex Educational Department of the International Committee of the Young Men's Christian Association, the American Social Hygiene Association, and State and local organizations interested in social hygiene. Walter Clarke, director, October 30, 1917, to March 26, 1918; succeeded by Lieut. Col. W. T. Snow.

SOCIAL SERVICE BUREAU, RECRUITING SERVICE, UNITED STATES SHIPPING BOARD.

Established February 1, 1918, to provide for the men in training by the Sea Training Bureau of the Recruiting Service along the lines that the Red Cross Home Service Section provided for soldiers and sailors; and to provide further for the moral and spiritual welfare of the apprentices of the service in training at all the stations and training ships, and to befriend these men and their families during the period of training and when they had gone to sea. Mrs. Henry Howard, appointed February 4, 1918, was chief of the bureau, which continued as a part of the service after the cessation of hostilities.

SOCIAL SERVICE DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent division whose function is to investigate and report on matters pertaining to dependent, defective, and delinquent children, and to give information in regard to methods of care and preventive measures undertaken in various States and communities. Miss Emma O. Lundberg, director.

SOILS, BUREAU OF; DEPARTMENT OF AGRICULTURE.

The Bureau of Soils, through two of its permanent divisions, assisted in the economic mobilization of the Nation's resources for war. These were the Soil Survey Division and the Division for the Investigation of Fertilizer Resources. The former supplied maps and

assisted in the collection of certain information desired by the War Department in connection with cartographic work. The latter cooperated in experimental work on the fixation of atmosphere nitrogen. Milton Whitney, chief.

SOLE AND BELTING LEATHER SECTION, HIDES, LEATHER AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

Formed March 2, 1918, to see that suitable sole leather was provided for the military branches of the Government and for the allies. The section kept a field force which visited the tanners for the purpose of guiding the manufacture of leather of proper quality. It brought about in May, 1918, a restriction on tanners, sole cutters, strip and block cutters, and shoe manufacturers to sell to and use for civilian trade only such leather as was not suitable for Government shoes. Maximum prices on sole and belting leather were fixed on August 8, 1918, by the Price Fixing Committee, and discontinued December 8, 1918, upon joint recommendation of this section and representatives of the trade. The section was discontinued December 31, 1918. Henry W. Boyd, chief, succeeded in August, 1918, by Thomas Cover, jr.

SOLICITOR, POST OFFICE DEPARTMENT.

A permanent organization. The war activities of the solicitor consisted mainly in the enforcement of those provisions of the espionage and trading with the enemy act which related to the use of the mails, though he was frequently called upon by the administrative officers of the department for advice in connection with other war activities of the department. Under the terms of the espionage act, approved June 15, 1917, and amended May 16, 1918, certain kinds of matter, the purpose of which was to obstruct the Government in its prosecution of the war, were declared nonmailable. Matter suspected by postmasters of coming under the provisions of the act was held from the mails and submitted to the solicitor for examination, and many newspapers, periodicals, pamphlets, circulars, etc., in many languages were excluded from the mails. It was also the duty of the solicitor to institute proceedings before the Third Assistant Postmaster General looking to the revocation of second-class mailing privileges for repeated violation of the espionage act. The trading with the enemy act was approved on October 6, 1917, and became effective on October 16. It was declared unlawful to print and distribute in any foreign language any "news item, editorial or other printed matter respecting the Government of the United States, or of any nation engaged in the present war, or any matter relating thereto" unless a translation, supported by affidavit, had been filed with the postmaster at the place of publication. However, the President might cause to be issued special permits to publishers, which would free them from this restriction. The Postmaster General was charged with the enforcement of these regulations, and was authorized to issue the permits for which provision had been made. The Postmaster General delegated to the solicitor the duty of examining material printed in foreign languages and making recommendations concerning the issuance of permits. More than 400 volunteer translators were organized in groups at various colleges and universities

throughout the country and rendered valuable assistance in the examination of this matter. Numbers of important suits to enjoin orders excluding such matter from the mail were defended by the solicitor jointly with various United States attorneys. The solicitor worked in cooperation with other Government agencies, particularly the Military and Naval Intelligence services, the Bureau of Investigation of the Department of Justice, and the Committee on Public Information. William H. Lamar was solicitor of the Post Office Department.

SOLID TIRES DIVISION, RUBBER WAR SERVICE COMMITTEE.

Created February 6, 1918, by Rubber War Service Committee. The committee standardized solid tires and steel bases for the same, eliminated unnecessary or obsolete sizes and types of solid tires, and recommended specifications for solid tires for Government standard trucks. A Special Technical Committee reported to the Solid Tires Division. H. S. Firestone was chairman until August 15, 1918, when he was succeeded by John W. Thomas.

SOUTH AMERICAN AND WEST INDIES TRADE BRANCH, TRADES AND ALLOCATIONS DIVISION, SHIPPING CONTROL COMMITTEE, UNITED STATES SHIPPING BOARD.

Formed to handle the United States trade with South America and the West Indies. Its duties involved recording the movements of all vessels in this trade, reporting their arrival at various ports, making provisions for their future movements, issuing general instructions to operators regarding the class of cargo that should be lifted on individual ships, and caring for transportation of coal to the Panama Canal by steamers assigned to load nitrates from the west coast of South America. Up to September 30, 1918, the branch had allocated vessels for and recorded the movement of 1,274,976 tons of nitrate, 120,000 tons of copper, and 1,350,000 tons of coal, besides various amounts of less important commodities. V. K. Hull, in charge.

SOUTHERN EXPORT COMMITTEE, REPORTING TO REGIONAL DIRECTOR OF SOUTHERN AND SOUTHWESTERN REGIONS, UNITED STATES RAILROAD ADMINISTRATION.

Organized as a part of the United States Railroad Administration in January, 1918, with headquarters at Atlanta. It was the duty of the committee to issue permits covering freight shipments through South Atlantic and Gulf ports and to see that freight originating in southern territory was sent through those ports and distributed among them in such a way as to prevent congestion and attain the greatest possible efficiency. C. T. Airey, chairman.

SOUTHERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created January 18, 1918. The Southern Region included the railroads in that portion of the United States south of the Ohio and Potomac Rivers, and east of the Mississippi River, excepting the Chesapeake & Ohio, Norfolk & Western, and Virginian railroads, also those railroads in Illinois and Indiana extending into those States from points south of the Ohio River. The principal lines included therein were the Atlantic Coast Line, the Seaboard Air

Line, the Southern, the Norfolk Southern, the Louisville & Nashville, the Florida East Coast, the Central of Georgia, the Alabama Great Southern, and parts of the Illinois Central lines. Reporting to the regional director was the Southern Export Committee. C. H. Markham was originally director of the Southern Region, but upon his transfer to the Allegheny Region he was succeeded on June 1, 1918, by B. L. Winchell. The regional offices were at Atlanta, Ga.

SOUTHWESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created June 11, 1918, by a division of what had previously been known as the Western Region. The region included most of the lines south of the Missouri River running generally southwest and traversing the States of Missouri, Arkansas, Oklahoma, Texas, and Louisiana west of the Mississippi. The principal roads included were the International & Great Northern, the Kansas City Southern, the Missouri-Pacific System, the Missouri, Kansas & Texas; a portion of the Rock Island lines, the St. Louis & San Francisco, the Texas & Pacific, the Wabash lines from St. Louis to Kansas City and Omaha, the Gulf, Colorado & Santa Fe, the Fort Worth & Denver City, the Southern Pacific lines east of El Paso, and the Texas & New Orleans lines. The regional director was B. F. Bush. Regional headquarters were located at St. Louis, Mo. Reporting to the southwestern regional director was the Southern Export Committee.

SPEAKERS' SECTION, FIELD DIVISION, COUNCIL OF NATIONAL DEFENSE.

Organized October 1, 1919. It had charge of the obtaining, organizing, and routing of speakers throughout the country to carry on the propaganda work of the division. Frederick L. Allen, head of section.

SPEAKING, DIVISION OF PUBLIC; COMMITTEE ON PUBLIC INFORMATION.

Organized by Arthur E. Bestor, with the approval of the President, September 25, 1917, and continued by John J. Pettijohn, after July, 1918, to coordinate patriotic speaking campaigns throughout the country. It was created upon recommendation of a conference of Government publicity agencies held September 6, 1917. It filled requests for speakers, routed distinguished speakers, and conducted State conferences. It maintained an advisory committee representing Government departments interested in speaking campaigns. On August 22, 1918, it was absorbed in the Division of Four Minute Men, and on December 1, 1918, it was disbanded.

SPEAKING SECTION, CONSERVATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

This section was organized during the Voluntary Food Administration. It directed the efforts of and furnished materials for the volunteer public speakers who preached the doctrine of food conservation in the community centers, public schools, churches, fraternal orders, patriotic societies, and other already organized forces of society. The section was disbanded April 12, 1918, and the work was put in the hands of the State food administrators. W. A. Milne, chief.

SPECIAL COMMISSIONER OF FINANCE IN EUROPE, UNITED STATES.

An official appointed by the President in June, 1918, to represent the United States on the Inter-Ally Council of War Purchases and Finance, to cooperate with the associated and allied nations in the negotiation of loans from the United States, and to keep the United States Treasury Department informed as to the financial situation of the allied nations. Oscar T. Crosby, Assistant Secretary of the Treasury, was the commissioner.

SPECIAL COMMITTEE OF FIVE, UNITED STATES FOOD ADMINISTRATION.

Created by presidential order November 12, 1918, to facilitate movement of foodstuffs for relief in Europe. This committee was composed of two representatives of the United States Food Administration and one each from the War Department, War Trade Board, and United States Shipping Board. Theodore Whitmarsh, chairman.

SPECIAL HOSPITALS AND PHYSICAL RECONSTRUCTION, DIVISION OF; SURGEON GENERAL'S OFFICE.

Created August 22, 1917. Name changed later to Division of Physical Reconstruction. It undertook the physical reconstruction of the disabled soldiers in the general and base hospitals of the Army. The work was accomplished through education, curative work in wards, schools, shops, fields, play, calisthenics, etc., and through various forms of treatment. Subordinate to the division were a Department of Education, a Department of Physio-Therapy, and a number of convalescent centers. Lieut. Col. Edgar King chief until March 15, 1918, when he was succeeded by Col. Frank Billings.

SPECIAL SERVICE BRANCH, FIELD OPERATIONS DIVISION, DIRECTOR OF FINANCE.

This branch was originally a part of the Administrative Division of the Office of the Director of Finance, having been established on October 16, 1918. It was transferred to the Field Operations Division, however, after its organization in March, 1919. The branch handled all questions of foreign exchange, war loans, and other special cases not properly belonging to any other branch. For example, it handled delayed payments and claims resulting from the mobilization of the National Guard in the Federal service. Chief, Capt. Robert W. Daniel, followed by Capt. Harry C. Gardner.

SPECIFICATIONS COMMITTEE, MECHANICAL GOODS DIVISION, RUBBER INDUSTRY WAR SERVICE COMMITTEE.

Organized October 3, 1918, from the Mechanical Goods (Technical) Division. The functions of the old committee were continued. The committee developed specifications for all rubber goods used by the Army, and cooperated with the Specifications Committee, United States Army, and the Bureau of Standards. The committee was formally disbanded January 16, 1919. W. C. Geer, chairman.

SPRING KNITTING NEEDLES WAR SERVICE COMMITTEE.

Organized July 31, 1918, by the Hardware and Hand Tool Section of the War Industries Board. A. W. Breedon, chairman.

SPRUCE PRODUCTION CORPORATION, UNITED STATES.

A Government-owned company, incorporated under the laws of the State of Washington, August 20, 1918, pursuant to power granted in the Army appropriation act, July 9, 1918, at the request of John D. Ryan, director of Aircraft Production. The corporation was organized "for the purchase, production, manufacture, and sale of aircraft equipment or materials therefor, and to build, own, and operate railroads in connection therewith," and was intended to serve two ends; viz., (1) to facilitate the strictly business functions of lumber production and the sale of the product to the airplane factories of the United States and to the allied governments, through the more direct business methods of a civil corporation; and (2) to afford convenient means of requiring the allies to share in the cost of the capital expenditure involved through the sale of the securities of the corporation to those governments, who were obtaining in all about 65 per cent of the output. In the sale of securities of the corporation, however, the United States retained a majority of the voting stock for purposes of control. The corporation took over the activities of the Spruce Production Division with its board of directors composed of the officials of the division, but this change in the legal aspect of the conduct of the business did not effect any substantial change in the actual conduct of operations as before conducted by the division. It was not until November 1, 1918, that the corporation actually took over and began carrying on the production activities, but a little later on in the month the signing of the armistice cut short these activities. Gen. B. P. Disque, president; Lieut. Col. C. P. Stearns, vice president.

SPRUCE PRODUCTION DIVISION, BUREAU OF AIRCRAFT PRODUCTION, WAR DEPARTMENT.

In October, 1917, Lieut. Col. (later Brig. Gen.) Brice P. Disque was sent into the Pacific northwest to survey the situation in the spruce and fir industry for the acceleration of the American and allied aircraft programs, and after reporting the conditions to Washington, was returned to the northwest with instructions to take over the whole spruce program. As a result, the Spruce Production Division was formally created on November 15, 1917. Brig. Gen. Disque, commanding, later became president of the United States Spruce Production Corporation. Under him the work was divided into two parts, military and production. On the military side was Maj. (later Lieut. Col.) C. P. Stearns, chief of staff, in charge of 10 departments, and on the spruce production side a similar organization existed. Ultimately, these activities of the division took shape in a Government-owned corporation formed for commercial purposes in August, 1918, called the United States Spruce Production Corporation. The division worked to increase the output of aircraft timber, and its problems fell roughly under eight headings. The first of these was (1) labor. At the time the Government entered on the task of spruce production, the labor turnover in the lumber industry of Washington and Oregon was about 600 per cent, and this the division reduced to about 25 per cent, through the efforts of the Loyal Legion of Loggers and Lumbermen, food conservation and camp sanitation officers, and the use of soldier labor which was employed with civilian labor and at the same wages. The difficulty of (2)

logging enough lumber to meet the aircraft needs of the United States and the allies was met by the division in the practice of riving, selective logging, and the establishment of 13 railroads. The third problem was the (3) milling of lumber in a particular manner demanded in the construction of airplanes, and the Government met this problem by authorizing mills and cut-up plants which were established by the division at Vancouver and Port Angeles in Washington, and Toledo, Oreg. The problem of (4) delivery was met by a Traffic Section by means of uniform shipping instruction and priority, and the other four problems, namely, (5) legal matters, (6) medical, (7) business, and (8) miscellaneous, were solved in the usual administrative way. The organization of the division was to a very considerable extent rearranged first before the signing of the armistice, but this change was largely on paper for purpose of better classification and administration and most of the work was done under the first hastily organized régime. The division was first a part of the Signal Corps and later transferred to the Bureau of Aircraft Production.

STAMPS, DIVISION OF; POST OFFICE DEPARTMENT.

A permanent organization. It served as the agency through which thrift stamps, war savings stamps, and internal revenue stamps were sold to the public. The work involved in the issue, sale, accounting for, and redemption of these stamps was performed by the following sections: War Savings Section, created January, 1918; Revenue Section, created December, 1917; and War Savings and Revenue Subsection (reporting to Account Section), created January, 1918. Superintendent, W. C. Fitch, reporting to Alexander M. Dockery, Third Assistant Postmaster General.

STANDARDIZATION SECTION, ENGINEERING AND STANDARDIZATION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created January 24, 1919, to review and standardize all War Department specifications, to assign code numbers to all specifications, and to standardize nomenclature of all articles of equipment and supply of the War Department. Maj. N. J. Newell, chief, succeeded by Maj. H. W. T. Eglin.

STANDARDIZATION SECTION, PURCHASE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created September 5, 1918, and reorganized January 24, 1919, as the Engineering and Standardization Branch. For functions see Standardization Section of that branch. Lieut. Col. W. R. Roberts, chief.

STANDARDIZATION OF MEDICAL AND SURGICAL SUPPLIES AND EQUIPMENT COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Authorized February 2, 1917. After agreement upon minimum number of essential articles it invited the leading manufacturers to Washington to consider the problem of production. Nine subcommittees called Cooperative Committees of Manufacturers were selected by the manufacturers themselves, and cooperation in service

resulted in an increase in production of staple articles, in standardization of types, and in the issuance of four catalogues of staple medical and surgical instruments and supplies for use of Army, Navy, and Red Cross. The manufacturers' committees in the fall of 1917 were recognized as committees of their respective trades. The activities of the committee with respect to articles used in explosives were taken over in May, 1918, by the Medical Industry Section, War Industries Board. The committee formed 20 subcommittees: Chemistry, Contagious Diseases, Dentistry, Dermatology, General, Pathology, Genito-urinary, Gynecology, Hospital Administration, Internal Medicine, Laryngology and Rhinology, Neurology, Nursing, and Obstetrics, Ophthalmology, Orthopedic Surgery, Pharmacy, Physiology, Surgery, Surgical Pathology, and X-ray. Dr. F. F. Simpson, chairman.

STANDARDS, COMMITTEE ON; DIVISION OF OPERATIONS, UNITED STATES RAILROAD ADMINISTRATION.

This committee, which consisted of more than a dozen members, most of whom had been connected with the mechanical departments of various railroad lines, made a study of the subject of equipment standards, recommending changes in existing standards applying to cars and locomotives and on their special parts and on occasion developing new standards. Frank McManamy, chairman.

STANDARDS, NATIONAL BUREAU OF; DEPARTMENT OF COMMERCE.

While the National Bureau of Standards had been in existence since 1901, its activities were greatly extended upon the outbreak of war. Its normal functions included the custody of standards and standardization; carrying on researches on materials, instruments, and appliances used in physics, chemistry, and related fields, and the development and use of standards of measurement in science and industry. The unprecedented use of new technical devices in the war of 1917, together with the new and difficult problems involved in the supplying of the necessary material for modern warfare, afforded practically an unlimited field for the activities of the bureau. Its work ranged from the improvement of aeroplane design and construction to the devising of methods for detecting invisible writing. Among its activities may be mentioned research concerning methods for the detection of submarines; the development of sound ranging for the location of enemy guns; determination of the displacement and storage of commodities for shipment overseas; the development of methods for the production of optical glass used in military optical instruments; manufacture of such glass for war purposes in its own laboratories, and extensive assistance to manufacturers in the building of an American optical glass industry; the development of new methods of casting glass pots; studies in visibility and camouflage; researches in military photography; investigations concerning working temperatures of machine-gun barrels, structure of gun forgings, suitability of metal for various uses, and the causes of failure of aeroplane motors; and the consideration of ship construction problems. One of the largest tasks of the bureau in the field of war production was the testing of the master gauges required in the manufacture of guns and munitions. Prior to the war only one member

of the staff was engaged in this work, but it was later necessary to increase the number to 140, when gauges were tested at the rate of over 5,000 a month. The bureau functioned through the following sections: Electrical, Weights and Measures, Heat and Thermometry, Light and Optical Instruments, Chemistry, Engineering Instruments, Engineering, Structural and Miscellaneous, Metallurgy, and Ceramics. There was a branch laboratory at Pittsburgh. S. W. Stratton was director of the bureau.

STAPLE GROCERIES SECTION, DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in October, 1917. The section had charge of rice, coffee, and grocery specialties. In February, 1918, coffee was put under a separate section. Distribution problems only were handled, the problem of control of retail stores being taken care of as a separate problem. Dana T. Ackerly, chief.

STATE ADVISORY BOARDS, UNITED STATES EMPLOYMENT SERVICE.

Organized in each State according to instructions issued by the Director General of the United States Employment Service on July 17, 1918, to enable the employers and workers of the States to share with that service the administration of and responsibility for its war-labor supplying program. The boards were composed of the State director of the Employment Service as chairman and two representatives of labor and two of management, appointed by the Secretary of Labor. Where the State director of the United States Public Service Reserve was not the same person as the State director of the United States Employment Service, the former official was ex officio a member of the board. It was the duty of the State Advisory Board to assist the State director of the United States Employment Service in choosing members of his own staff and the officers to be placed in charge of the main local offices, to determine the allotment of the quota of unskilled laborers to be raised by the various localities of the State for war work, and to advise the State directors of the Employment Service and of the Public Service Reserve in regard to matters of general policy.

STATE COUNCILS SECTION, COUNCIL OF NATIONAL DEFENSE.

Established April 6, 1917, under the name, Section on Cooperation with States. The title was changed to State Councils Section December 13, 1917. A conference in Washington May 2 and 3, 1917, outlined how State defense activities were to be coordinated through this section as a clearing house. It assisted the creation of a system of State Councils of Defense and the promotion of county or other subsidiary councils. Its organization extended through all States and Territories, and it was finally merged into the Field Division of the council. George F. Porter, chief, succeeded on January 4, 1918, by Arthur H. Fleming.

STATE DISTRIBUTION, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Created in May, 1918. This bureau was concerned with State organizations only as regards distribution. The director was re-

sponsible that the general plans for distribution of coal were carried out uniformly in the different States. It coordinated the work of the State fuel administrators with district representatives and other agencies and saw that their work was properly meshed with other work. A. M. Ogle, director.

STATE DIVISIONS, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Following the first meeting of the Woman's Committee, May 2, 1917, divisions were organized in all States, Alaska, Hawaii, and Porto Rico, to direct the efforts of the women to be of service to the country. The State committee, through its chairman and executive committee, carried out the subdivision of its organization to the smallest unit In 31 States the chairman of the State committee was a member of the State Council of Defense, and several means of coordination were effected in other States. In Colorado the Woman's Committee was of equal rank with the Governor's War Council. Appropriations for the work were made in 28 States: in the other States the women raised the necessary funds by earning money and contributing services. The State committees worked through departments corresponding to those of the national committee, as follows: Registration, Food Production and Home Economics, Food Administration, Women in Industry, Child Welfare, Maintenance of Existing Social Service Agencies, Health and Recreation, Education, Liberty Loan, Home and Foreign Relief, News.

STATE ORGANIZATION COMMITTEES, UNITED STATES EMPLOYMENT SERVICE.

Organized in each State according to instructions issued by the Director General of the United States Employment Service on July 17, 1918. The committees were composed of three members, the State director of the United States Public Service Reserve, one representative of labor appointed by the State Federation of Labor, and one representative of management appointed through the cooperation of representative organizations of employers. It was the function of these committees to inaugurate community labor boards and State advisory boards.

STATE ORGANIZATION DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department carried out the organization of divisions in every State, Alaska, Hawaii, and Porto Rico, following the meeting of the Woman's Committee May 2, 1917. A temporary State chairman, appointed by the committee, called a meeting of the heads of State-wide women's organizations and representatives of women not connected with clubs, when a chairman and executive committee were elected. Divisions were organized in all States, Alaska, Hawaii, and Porto Rico to direct the efforts of the women to be of service to the country. The State committee, through its chairman and executive committee, carried out the subdivision of its organization to the smallest unit. In 31 States the chairman of the State committee was a member of the State Council of Defense, and several means of coordination were effected in other States. In Colorado the Woman's

Committee was of equal rank with the Governor's War Council. The work was financed entirely from State funds in 19 States, and partially in 25. Where necessary funds from the State were lacking, money was raised through contributions and various other means. The State committees worked through departments corresponding to those of the national committee, as follows: Registration, Food Production and Home Economics, Food Administration, Women in Industry, Child Welfare. Maintenance of Existing Social Service Agencies, Health and Recreation, Education, Liberty Loan, Home and Foreign Relief, News. Mrs. Joseph R. Lamar, chairman of the department.

STATE ORGANIZATIONS, BUREAU OF; ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau was organized in September, 1917, under the directorship of Walter E. Hope. Federal fuel administrators were appointed for every State. This organization was completed during November, 1917, and several meetings were held at which the powers and duties of the State administrators were outlined. The bureau was charged with coordinating the work of the State agencies and the Federal Food Administration. The State fuel administrator, with his State and local organization, was the basic unit for the allocation of fuel and the agency for the distribution when it reached his State. He made a survey of State fuel requirements, keeping in touch with essential demands for fuel, and saw that the allotments were equally distributed. The plan was put in operation May 25, 1918, at which time the responsibility and authority vested in State fuel administrators for this particular program were outlined. Special emergency powers had been given in the winter of 1917–18, but these were later recalled. The responsibilities of the State administrator were large. He maintained the broad national point of view, while keeping in intimate touch and sympathy with the individual problems of his State. His actual powers of initiative were limited and in the main discretionary. The carrying out of national campaigns—conservation, technical, and educational—was an important function. In many States local campaigns suited to the needs of the State were initiated. The State organization was divided into various branches, and in each county, city, or district, determined by the State administrator, there was a local committee with a chairman, who acted as county fuel administrator. The cities also had an organization suited to their needs. The important functions of city and county administrators were the recommendation of local retail margins to the State administrator; local distribution in times of emergency; representation of the State administrator in carrying out national or State programs; and the supervision over the local coal trade in general. The bureau of State organizations was thus decentralized and reached out to the smallest community in the country. Evans Woolen became acting director on July 8, 1918. In November, 1918, N. S. Schroeder took over the work and continued it until the Fuel Administration ceased to function.

STATE WAR BOARDS, STATE COUNCILS SECTION, COUNCIL OF NATIONAL DEFENSE.

A concise term given to the conferences of the State representatives of the Council of National Defense and the following Federal de-

partments and administrations: Treasury, Agriculture, Labor, Food, Fuel, Four-Minute Men, and American National Red Cross. They correlated the activities of the States along educational, defense, conservation, and production lines. They were more generally known as State Councils of Defense or State Committees of Public Safety.

STATES ACTIVITIES COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Earlier known as Committee on States Activities and Examinations. It classified the medical profession according to availability for service in the Medical Reserve Corps and nonavailability because of age or home community need. For those of the latter class it organized the Volunteer Medical Service Corps. It surveyed the country and made recommendations along nearly every line of medical activity. Dr. Edward Martin, chairman.

STATES ADMINISTRATIVE DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized August 10, 1917, to be the connecting link between the Federal food administrators and the United States Food Administration, a Federal food administrator being appointed for every State. The staff of each State administrator included an educational director, a library director, a home economics director, and a State merchant representative, who usually functioned through their own sections of the United States Food Administration. The work was further decentralized by the appointment of district and county food administrators, and at the signing of the armistice there were approximately 3,200 at work. The actual execution of detailed programs of the United States Food Administration were in the hands of the State agencies. The enforcement of regulations, conservation schemes, and the administration of any distribution plan, such as the sugar certificate plan, were a part of their functions. The division kept in close touch with the State administrators, advised them as to activities of the United States Food Administration and the work in other States, and informed the various divisions of the United States Food Administration of the work of the State agencies. J. W. Hallowel, chief.

STATES CONSERVATION SECTION, BUREAU OF CONSERVATION, UNITED STATES FUEL ADMINISTRATION.

Organized to take care of conservation in the States. This section worked through State directors of Fuel Conservation. It was the point of contact of Bureau of Conservation and Bureau of State Organizations of the United States Fuel Administration. A. S. Cobb, chief.

STATES RELATIONS SERVICE, DEPARTMENT OF AGRICULTURE.

Established in June, 1915. Its function was to represent the Secretary of Agriculture in his relations with State agricultural colleges and experiment stations and to administer all matters pertaining to farmers' cooperative demonstration work, home economics, and investigations relating to agricultural schools and farmers' institutes. The war activities of the service were, for the most part, its peace-

time activities intensified along special lines. Between July 1, 1917, and July 1, 1918, the number of counties with men agents increased from 1,434 to 2,435 and with women agents from 537 to 1,715, while the total number of persons engaged in extension work increased from 4,100 to 7,000. It was the function of these county and home demonstration agents to organize the farmers into clubs in order to reach them most effectively with problems of increased food conservation and production, and in order that the farmers might effectively solve their own problems. They also set up community demonstration kitchens, canneries, and drying centers, encouraged war gardens and the raising of live stock, and cooperated with the Food Administration in popularizing principles of conservation. It functioned through Offices of Experiment Stations, Home Economics, Extension Work in the South, and Extension Work in the North and West. A. C. True, director.

STATES SECTION, PUBLIC INFORMATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

This section had charge of the publicity of the United States Food Administration through the States. This publicity was handled by State directors of public information, who were attached to the office of State food administrator. T. A. Ellis, director.

STATIONARY GAS ENGINES WAR SERVICE COMMITTEE.

Organized December 15, 1917, to represent the manufacturers of the internal combustion engines and motors of all kinds. O. H. Fischer was chairman until April 16, 1918; H. G. Diefendorf, April 16 to November 6, 1918; C. Heer was elected November 6, 1918.

STATIONERY INDUSTRY WAR SERVICE COMMITTEE.

Created October 17, 1917, by the National Association of Stationers and Manufacturers as official representatives of the industry. William Pitt, chairman.

STATISTICAL BRANCH, GENERAL CONTROL SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established March 4, 1918. It performed the following duties: Issued procurement information cards covering every procurement order and contract placed by the Division of Procurement, showing number, date, firm, place of manufacture, unit price, cost, quantity, use, deliveries, etc.; issued data sheets showing analysis of "component contracts"; procured information requested by other divisions concerning contract quantities, deliveries, etc.; issued semimonthly "Serial Lists of Contracts"; and supervised the preparation of graphic charts for the division. In October the Project Analysis and Contract Abstracting Branches of the Credit Section of the Division of Procurement were transferred to the Statistical Branch. Capt. E. B. Stern was head of the branch when the armistice was signed.

STATISTICAL CLEARING HOUSE.

See *Central Bureau of Planning and Statistics.*

STATISTICAL DIVISION, CHILDREN'S BUREAU, DEPARTMENT OF LABOR.

A permanent division whose function is to prepare statistical material, including the tabulation of original investigations, and to carry out statistical research upon problems connected with child welfare. Robert M. Woodbury, director.

STATISTICAL DIVISION, PURCHASE AND STORAGE.

Organized October 28, 1918, to supersede the Statistics Branch of the Administrative Division, Quartermaster General. It functioned through the following branches: Administrative, Purchase Summaries, Storage Summaries, Publicity Service, Reports. Maj. E. J. Fowler, chief.

For functions see *Statistics Branch, Administrative Division, Quartermaster General.*

STATISTICAL DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized June 11, 1917, by Dr. Frank M. Pearl and Dr. Frank M. Surface, who came to Washington at the request of Herbert Hoover. The function of the division was to furnish statistical information to Mr. Hoover and other executives of the United States Food Administration regarding crops, production, consumption, imports, and exports of foods. The division was organized into sections to handle statistics on commodities. Dr. Surface became acting chief of the division when Dr. Pearl went to Europe to study food conditions.

STATISTICAL SECTION, PLANNING BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Established January 26, 1918, with Gershom Smith, chief. It kept all records, and maintained files showing status of requisitions.

STATISTICAL SECTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The statistical work of the Emergency Fleet Corporation was begun in July, 1917, by a newly organized Statistical Department under the direction of J. E. Spaulding. It was principally occupied with the preparation of tables and charts showing programs in construction, progress, and cost. It also acted as a sort of service bureau for the other departments of the corporation in the way of supplying them with men to handle their statistical and graphic work. On May 6, 1918, it was reorganized into a Statistical Section under F. J. Warne for the purpose of centralizing the work and avoiding duplication. Under the new organization it was authorized to supervise all the agencies in the Emergency Fleet Corporation engaged in statistical work, and to maintain local statisticians in each district and yard. The work of the section centered around the delivery of vessels, securing of data on the factors interfering in ship construction, preparation of progress charts, and the adoption of uniform and standard statistical methods. Chief Statistician F. J. Warne was followed by S. M. Evans.

STATISTICAL AND RECORDS BRANCH, ADMINISTRATIVE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. This branch compiled statistics covering the supplies shipped overseas. Chief, until January 1, 1919, J. Atwood Walker.

STATISTICS BRANCH, ADMINISTRATIVE DIVISION, QUARTERMASTER GENERAL.

Organized April 16, 1918, to obtain statistical data from the operating divisions of the Quartermaster General and to compile these data in proper form for presentation to the Quartermaster General and the General Staff. It acted as a clearing house for statistical information. This branch reported to the Methods Control Division until September 14, 1918, when it was transferred to the Administrative Division. On October 28, 1918, it became known as the Statistical Division upon the organization of Purchase and Storage. Maj. E. J. Fowler, chief.

STATISTICS BRANCH, GENERAL STAFF.

Organized March 11, 1918, under authority of General Orders, No. 14, 1918, which established the Executive Division of the General Staff, an office whose functions included the collection, compilation, and maintenance of statistical information relating to the war program for transmission to the Secretary of War, the Chief of Staff, the War Council, the General Staff, and the several divisions thereof. The Statistics Branch was originally under the Executive Division, but later reported to the executive assistant to the Chief of Staff. The branch prepared a weekly statistical report on War Department activities for the Secretary of War and Chief of Staff. It prepared wall charts of statistical information concerning the war, which were explained by one of its officers before the War Council, the Congressional Military Affairs Committees, the Shipping Conference, and the Weekly Conference of Bureau Chiefs. It secured standardized progress reports and requirements figures from the various War Department bureaus, maintained a center of statistical information for the Secretary of War and the General Staff, and assisted other War Department agencies in their statistical work and problems. On May 31, 1918, a statistical unit, organized in the branch, left for France to perform similar functions for the American Expeditionary Forces. Close connections were maintained by the branch with statistical organizations at General Headquarters, American Expeditionary Forces, the Services of Supply Headquarters, American Expeditionary Forces, the Services of Supply, Antwerp, Belgium, the Inter-Allied Statistical Bureau, and the American Peace Commission. Personnel was furnished to these organizations as well as to the statistical units in the Purchase, Storage and Traffic Division of the General Staff and the War Industries Board. In addition to the Weekly Statistical Report for the Secretary of War and Chief of Staff, the branch published a weekly summary for the President and regular bulletins on tonnage, personnel, nitrate of soda, explosives and propellants, and, after the armistice, on the registration and placement of soldiers for employment. A bulletin

on nonferrous metals was published jointly with the War Industries Board. Col. (later Brig. Gen.) George H. Estes, chief of branch, March 11 to September 4, 1918; Lieut. Col. Frederick C. Test, chief, September 4 to October 24, 1918; Col. Leonard P. Ayers, chief, October 24, 1918; Maj. W. R. Burgess, acting chief, December, 1918, to May 7, 1919.

STATISTICS BRANCH, WAREHOUSING DIVISION, QUARTERMASTER GENERAL.

Organized October 16, 1917. The functions of this branch were to receive, calculate, and chart in accordance with scientific statistical methods all data pertaining to amount of supplies needed, contracted for, in process of delivery, on hand, and issued. Capt. R. H. Hess, chief.

STATISTICS, BUREAU OF; DISTRIBUTION DIVISION, UNITED STATES FUEL ADMINISTRATION.

Organized in November, 1917, by C. E. Lesher, who had furnished from the United States Geological Survey, statistics for the Fuel Administration up to that time. The bureau had charge of the collection, compilation, and presentation in tabular and graphic form of statistics of production, factors limiting production, distribution, conservation, consumption, and stocks of coal and coke in periodical and special reports; preparation of maps, zone modifications, budgets, and allotments.

STATISTICS, BUREAU OF; INTERSTATE COMMERCE COMMISSION.

Under the Federal control act of March 21, 1918, the Interstate Commerce Commission was charged with the duty of ascertaining the average annual railway operating income of the railroads under Federal control and certifying it to the President. The task of compiling this information was performed by the commission's Bureau of Statistics. The work of the bureau was also considerably increased by the preparation of many special statistical statements upon the request of various officials of the United States Railroad Administration. M. O. Lorenz, chief.

STATISTICS, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau was in charge of collection and tabulation of statistics and other general information on petroleum and its products, relating to field development, production, pipe line transportation, crude stocks, manufacturing, distribution, imports, and exports. Frank J. Silsbee, director.

STATISTICS, DIVISION OF; COUNCIL OF NATIONAL DEFENSE.

Created on April 9, 1917. Its activities gradually expanded so as to embrace the following functions: The collection and tabulation of information in regard to Army and Navy requirements, contracts and deliveries; the furnishing to the War Industries Board of statistics on raw materials; the compilation of tonnage statistics; the collection of information concerning industrial experience abroad.

In April, 1918, a considerable portion of the staff of the division was transferred to the recently organized Statistics Branch of the General Staff. Upon the separation of the War Industries Board from the Council of National Defense the rest of the division was transferred to the War Industries Board. Dr. Leonard P. Ayres was the original director of the division. He was succeeded as director by Mills E. Case.

STATISTICS SECTION, ADMINISTRATIVE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Organized September 5, 1918, to compile and maintain such statistical records as might be necessary in the Office of the Director of Purchase, Storage, and Traffic. It functioned through the following sections: Requirements, Classification, and Progress Reports. Lieut. Col. Rodney Hitt, chief.

STATISTICS AND REQUIREMENTS BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created November 7, 1918, to compile and maintain statistical records and studies, to make analysis and compilation of requirements of the Army in accordance with the information furnished by the Chief of Staff as to the organization and strength of the military forces, and the equipment tables prepared by the Operations Division, General Staff. It functioned through the following sections: Raw Materials, Articles of Issue, and Executive. Lieut. Col. Rodney Hitt, chief, November 7 to December 14, 1918; Maj. L. S. Keith, December 14, 1918, to April 3, 1919; Col. C. G. Harvey, April 3, 1919.

STEAM ENGINEERING, BUREAU OF; NAVY DEPARTMENT.

Created July 5, 1862. The duties of this bureau included everything relating to designing, building, fitting, and repairing machinery used for the propulsion of naval vessels and for auxiliary uses. It also inspected all fuel used by the fleet. Subordinate to it were the Clerical, Design, Aeronautic, Electrical, Ships Repair, Radio, Supply, Inspection, Logs and Records, and Fuel and Personnel Division. Rear Admiral Robert S. Griffin, Engineer in Chief, United States Navy, chief.

STEAM AND POWER PUMPS AND AIR COMPRESSORS WAR SERVICE COMMITTEE.

Organized September 20, 1918, to represent the manufacturers of these products with the War Industries Board. The committee had no special functions, as the industry was supplying fully all needed requirements. J. W. Gardiner, chairman.

STEAMBOAT INSPECTION SERVICE, DEPARTMENT OF COMMERCE.

Established prior to the outbreak of war. The ordinary duties of the Steamship Inspection Service consist in administration of laws and regulations providing for the security of lives and property on board steamships. Early as 1917 the service adopted special measures to protect vessels on the Great Lakes and to prevent damage from being inflicted upon the Great Lake traffic routes. Shortly

after the outbreak of war, steps were taken to prevent any interruption to traffic through the Cape Cod Canal. When the German and Austrian vessels interned in American ports were taken over by the United States, extensive repairs were necessary as a result of the damage which had been done to their machinery in order to prevent their use by our Government, and the Steamboat Inspection Service finally passed upon these repairs and the seaworthiness of the vessels. Valuable aid was also rendered the United States Shipping Board in the task of inspecting the numerous vessels which came under the board's jurisdiction. The local official of the Steamboat Inspection Service performed the task of licensing officers needed in greatly increased numbers for the growing merchant marine. An important service was also rendered in the inspection of boiler plates for the Emergency Fleet Corporation. At the head of the service was George Uhler, supervising inspector general, under whom were supervising inspectors, in charge of the 11 districts into which the United States, Alaska, Hawaii, and Porto Rico were divided. Mr. Uhler also served as a member of the Ship Production Executive Committee of the United States Shipping Board.

STEEL CORPORATION PLANT, UNITED STATES, BOARD ON CONSTRUCTION OF; ORDNANCE DEPARTMENT.

Appointed June 25, 1918, to represent the Ordnance Department in the preparation and approval of plans for the construction of the Neville Island plant for heavy cannon and projectiles. This plant was to be constructed by the United States Steel Corporation under contract between the corporation and the Ordnance Department. The board consisted of seven officers, with Col. C. C. Jamieson as president. It was dissolved July 1, 1918.

STEEL DIVISION, WAR INDUSTRIES BOARD.

Formed in October, 1917, to regulate production and distribution of iron and steel products, with the following seven sections: Iron and Steel Scrap, Permit, Pig Iron, Projectile, Steel Rails, Alloy Steel and Cold Drawn Steel, Statistics, Steel Products, and Warehouse. It created new facilities, restricted use of steel in certain industries, and cooperated in the fixing of prices. The division was discontinued December 21, 1918. J. Leonard Replogle, director of steel supply.

STEEL DISTRIBUTION, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized in June, 1917. This committee worked through the Committee on Raw Materials of the Advisory Commission. It was dissolved in November, 1917, and the functions taken over by the War Industries Board. J. A. Farrell, chairman.

STEEL FABRICATORS WAR SERVICE COMMITTEE.

Created November 27, 1917, at the time the Steel Fabricators of the United States were permanently organized. An office was opened in Washington and the committee functioned by keeping manufacturers in touch with Government requirements, and cooperated with

the War Industries Board. John S. Deans, chairman, later succeeded by Thomas Earle.

STEEL-FILING DEVICES AND OFFICE EQUIPMENT WAR SERVICE COMMITTEE.

Organized August 29, 1918, by the National Association of Steel Furniture Manufacturers with H. A. Rock as chairman, to cooperate with the War Industries Board.

STEEL LOCKERS AND SHELVING WAR SERVICE COMMITTEE.

Organized October, 1918, representing the Steel Locker and Shelving Manufacturers' Association, for the purpose of facilitating the industry's assistance to the Government through the War Industries Board, and of preserving the industry. W. B. Brown, chairman.

STEEL PENS WAR SERVICE COMMITTEE.

Organized in April, 1918, by the Conservation Division of the War Industries Board, with H. C. Sharp as chairman.

STEEL PRODUCTS SECTION, STEEL DIVISION, WAR INDUSTRIES BOARD.

Also called Finished Steel Section. Its functions were clearances, allocations, requirements, and schedules covering plates, shapes, merchant bars, sheets, seamless tubes, tubular products, wire rope, and wire products. It was discontinued December 31, 1918. Frank E. Thompson, chief.

STEEL SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Division of Construction, Emergency Fleet Corporation, was separated into the Division of Steel Ship Construction and the Division of Wood Ship Construction on December 5, 1917, for the purpose of expediting the shipbuilding program by separating the supervision of the two kinds of construction. The Steel Ship Construction Division was charged with the supervision of technical matters in steel ship construction, all original designing work, questions arising under contracts after they had been executed, all matters pertaining to requisitioned vessels under construction, acceleration of production of steel ships, development of management methods, and the operation of three large fabricating shipyards. The supervision of concrete ship construction was transferred to the division in June, 1918, from the Wood Ship Division and administered by a Concrete Ship Section. An Engineering Section was in charge of matters of design, an Inspection and Production Section supervised production and inspection, and a Camouflage Section established in February, 1918, supervised the application of marine camouflage painting. The division also maintained a field organization in 10 shipbuilding districts, with district officers, under whom were local inspectors in each yard building steel ships. Upon the cessation of hostilities the number of steel ships delivered by the shipyards of the country, under date of November 23, 1918, totaled 410, of which 285 of 1,826,201 deadweight tons were requisitioned ships, and 125 of 705,090 deadweight tons were contract. Besides these deliveries

the yards had launched 110 and laid the keels of 387 others. On January 16, 1919, the Steel Ship Division and the Wood Ship Division were again consolidated into a Ship Construction Division. Adm. F. T. Bowles, first manager of the division, was transferred to Hog Island and O. H. Cox named in his place, January 30, 1918.

STEEL AND STEEL PRODUCTS, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Appointed in May, 1917, by the Council of National Defense to serve under Bernard Baruch, who had charge of raw materials, minerals, and metals. The committee was selected by the American Iron and Steel Institute with Elbert H. Gary as chairman. An earlier committee of the Institute had taken up requirements of steel for the Navy and a clearing-house committee under Elbert H. Gary had arranged for distribution of orders to manufacturers. All this work was taken over by the new committee which functioned through subcommittees on Steel Distribution, Alloys, Pig Iron and Lake Transportation, Sheet Steel, Scrap Iron and Steel, Pig Tin, Tin Plate, Tubular Goods, Wire Rope, Wire Products, and Cold Rolled and Cold Drawn Steel. The chief functions of these subcommittees were the distribution of orders, acceleration of production and deliveries. After the passage of the act of August 10, 1917, which provided for the dissolution of the committees of the Council of National Defense, the Steel Committee suspended its activities; and in the latter part of September the members of this committee and its subcommittees severed their connections with the Council of National Defense. They were then appointed committees of the American Iron and Steel Institute.

STEREOPTICONS WAR SERVICE COMMITTEE.

Organized October, 1918. The committee cooperated with the Priorities Board and the Military and Optical Glass Section of the War Industries Board. A. E. Rose, chairman.

STERILIZERS WAR SERVICE COMMITTEE.

Organized October 4, 1918, with J. E. Hall as chairman. The committee cooperated with the Conservation Division of the War Industries Board.

STERLING SILVER AND SILVER PLATEWARE WAR SERVICE COMMITTEE.

Organized January 25, 1918, as a joint committee of the Sterling Silver Committee and Silver Plateware Committee that had been organized in December, 1917. The joint committee cooperated with the Conservation Division of the War Industries Board. George H. Wilcox, chairman.

STOCK RECORDS BRANCH, OPERATING DIVISION, QUARTERMASTER GENERAL.

Organized August 10, 1918, to receive reports from depots, camps, posts, and other stations concerning stocks of quartermaster supplies on hand. This branch was abolished November 1, 1918, and its duties were transferred to the Domestic Operations Division, Director of Storage.

STOKER WAR SERVICE COMMITTEE, MANUFACTURERS' ASSOCIATION OF AMERICA.

Organized in July, 1918, by the Electric and Power Equipment Section of the War Industries Board, with P. Albert Poppenhusen as chairman. Its object was to assist the United States Fuel Administration in the conservation of fuel and labor.

STONE WAR SERVICE COMMITTEE.

Organized at the request of the Building Materials Section of the War Industries Board to represent the industry with that section and the United States Housing Corporation. James G. Shaw, chairman.

STONEWARE WAR SERVICE COMMITTEE.

Organized at the request of the United States Fuel Administration. The committee cooperated with the War Industries Board and the United States Food Administration. F. M. Ransbottom, chairman.

STORAGE BRANCH, WAREHOUSING DIVISION, QUARTERMASTER GENERAL.

Created August 15, 1917, as a branch of the Supplies Division. It was transferred to Warehousing Division October 16, 1917, and abolished February 13, 1918.

STORAGE COMMITTEE, WAR INDUSTRIES BOARD.

Took over work of Subcommittee on Storage Facilities of the Council of National Defense, but with the reorganization of the General Staff February 9, 1918, most of the agencies through which it operated were practically absorbed by the regular organization of the Army. Under James Inglis, chairman, the work became almost entirely confined to civilian storage activities.

STORAGE, DIRECTOR OF; PURCHASE AND STORAGE.

Established September 12, 1918. Inasmuch as the organization of the Office of the Quartermaster General of April 2, 1917, made no provision for a branch in charge of storage, the Director of Purchase and Storage caused five storage divisions and a Salvage Division to be organized under the control of the Director of Storage, who was made responsible for the storage, distribution, and issue within the United States of all supplies for the Army. The five divisions above referred to were the Storage Administrative, the Domestic Distribution, the Domestic Operations, the Overseas Distribution, and the Port Operations Divisions. Col. F. B. Wells, chief.

STORAGE ADMINISTRATIVE DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created November 1, 1918. The division was responsible for the entire personnel under the supervision of the Director of Storage, all statistical records and reports required by the director, and all matters pertaining to office administration. It performed its functions through the Administrative, Mail and Files, Statistical and Records, Office Service, and Special Service Branches. The Special

Service supervised the establishment of sales stores for the purpose of providing for the sale of clothing and other supplies to officers at reasonable prices. William R. DeField, in charge.

STORAGE AND ISSUE BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Created March 13, 1919, to supervise and coordinate all activities and issue of supplies and equipment for the Army, and to initiate the storage program necessary to the needs of the Army. Col. F. B. Wells, chief, March 13, 1919, to March 17, 1919, succeeded by Col. H. C. Smither.

STORAGE AND TRAFFIC BRANCH, ADMINISTRATIVE SUBDIVISION, OVERSEAS DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Established November 1, 1918. This branch handled the assignment and recording of space for the storage of supplies at the Army reserve depots and regulated the movement of cars so as to avoid congestion. After the signing of the armistice the assignment of space to the different divisions was discontinued and representatives were sent to junction points throughout the country to divert all shipments not desired overseas to certain designated Army reserve depots. Maj. J. C. Yocum, chief.

STORAGE FACILITIES, SUBCOMMITTEE ON; GENERAL MUNITIONS BOARD, COUNCIL OF NATIONAL DEFENSE.

Formed to cover such functions as warehousing, distribution, traffic control, cooperating with Government agencies in an advisory and supplementary way. Its recommendations and actions covered the acquisition of storage areas, the extension of transportation methods, and the training of personnel for storage service. It became the Storage Committee of the War Industries Board. Morris L. Cook, chairman.

STORAGE SUMMARIES BRANCH, STATISTICAL DIVISION, PURCHASE AND STORAGE.

Created October 28, 1918, to prepare the Statistical Questionnaire, reports on interbureau requisitions, surplus supplies, salvage and training, and data on domestic and oversea distribution and on priority and clearances. T. J. Walsh, chief.

STORE FIXTURES WAR SERVICE COMMITTEE.

Organized October 8, 1918, with S. D. Young as chairman, to represent the manufacturers of store fixtures.

STORED MATERIALS SECTION, WAR INDUSTRIES BOARD.

Formed in January, 1918, as the Stored Materials Division. It secured lists and inventories of all privately owned commodities in warehouses for the benefit of Government war purchasing and commandeering agencies. It also cleared lists of Government inactive supplies on hand for the use of all other Government purchasing agencies. John F. Wilkins, chief.

STORES AND SCRAP SECTION, ADMINISTRATION DIVISION, ORDNANCE DEPARTMENT.

Created as a branch of the Finance Division, October 22, 1917. It was made a separate section October 25, 1918. This section had charge of the sales of all scrap, the supervision of the storage of all scrap at plants operating under cost-plus contracts. A District Stores Manager was appointed for each district to have charge of surveys and sale of scrap and salvaged material. Capt. F. W. Pritchett, chief.

STORES SECTION, CENTRAL ADVISORY PURCHASING COMMITTEE, DIVISION OF FINANCE AND PURCHASES, UNITED STATES RAILROAD ADMINISTRATION.

Establishment announced November 27, 1918. The Stores Section supervised the distribution of stocks of railway supplies in the possession of the various roads, placing them where they appeared to be most needed, the idea being to attain the greatest possible degree of conservation in the use of this class of material. The section maintained contact with the roads through the various regional organizations. The section reported to the director, Division of Purchases, after March 15, 1919. E. J. Roth, manager.

STOVE INDUSTRY WAR SERVICE COMMITTEE.

Organized in May, 1917, to assist the Quartermaster Corps in securing stoves and furnaces for cantonment buildings. The committee was reorganized July 15, 1918. Frederick Will, chairman.

SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Organized January 2, 1918. It coordinated and supervised all matters connected with the procurement, distribution, and inspection of food supplies required by the Army. After October 28, 1918, it reported to the Director of Purchase. The division functioned through the following branches: Forage; Planning; Service; Inspection; Dehydration; Purchasing; Accounts and Adjustments; Overseas Subsistence; United States Subsistence; Bakeries; Packing House Products; Controlled Bids; Uncontrolled Bids; Food Allotments. Col. W. R. Grove, Col. H. E. Wilkins, Col. J. W. McIntosh, successively acted as head of this division.

SUBSISTENCE RETURNS BRANCH, FINANCE AND ACCOUNTING DIVISION, QUARTERMASTER GENERAL.

Audited quartermasters' returns of subsistence stores and kept records of all loss and gain on such stores and also records of issue to persons. From January 26, 1918, to April 16, 1918, its duties were performed by the Finance and Accounts Branch of the Administrative Division. After April 16 the branch became part of the Finance and Accounts Division, which was transferred to the Office of the Director of Finance on October 21, 1918. The head of the branch was Lieut. A. P. Christiansen, who was succeeded by Capt. J. A. Hill.

SUGAR COMMITTEE, INTERNATIONAL.

Formed September 20, 1917, in order to arrange for the distribution of the available sugar of the world. It was composed of five

members—two appointed by allied governments and three by the United States Food Administration. The activities of this committee were confined to importation of sugar from the West Indies and the United States insular possessions. A committee of American refiners cooperated with the International Committee in assisting in the distribution of sugar brought into this country. George M. Ralph, chairman. See *Sugar Equalization Board, Sugar Division, United States Food Administration.*

SUGAR DISTRIBUTING COMMITTEE, FOOD ADMINISTRATION.

Created September 19, 1917, under the provisions of the food and fuel act of August 10, 1917, and in pursuance of a voluntary agreement between the President of the United States and the beet-sugar producers of the country. The original committee of seven was reappointed September 30, 1918, and the agreement renewed for another year, so the committee will continue to function until that date. The function of the committee was the equitable and economic distribution of all beet sugar in the United States. W. L. Petrikin, chairman.

SUGAR DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in August, 1917, to have general supervision over the sugar problems of the United States Food Administration. The division worked through the International Sugar Committee, and later the Sugar Equalization Board and the Sugar Distribution Committee. The administration of the sugar certificates was under the direction of the division. George M. Rolph, chief.

SUGAR EQUALIZATION BOARD (INC.), UNITED STATES.

A corporation subsidiary to the United States Food Administration, its whole capital stock of $5,000,000 being owned by the Government. It was incorporated July 12, 1918, and was chiefly engaged in the purchase and distribution of raw and refined sugars. After October 15, 1918, it acted in conjunction with the War Trade Board in approving licenses for the importation of coffee into the United States. The Coffee Advisory Committee assisted in allotment and distribution of the coffee. George M. Rolph resigned as chairman February 26, 1919, and was succeeded by George A. Zabriskie.

SUGGESTIONS AND COMPLAINTS, BUREAU FOR; UNITED STATES RAILROAD ADMINISTRATION.

Organization announced August 22, 1918. The bureau was placed under the direction of Theodore H. Price, actuary to the United States Railroad Administration. Its purpose was to promote the efficiency and convenience of the service rendered to the public by inviting suggestions for improvements and expressions of appreciation for faithful services rendered. It was believed that the inauguration of the policy would also have an important effect upon the morale of railroad employees. Later the bureau was placed under the jurisdiction of the Division of Public Service. Max Thelen, director.

SULPHUR, ALCOHOL AND PYRITES SECTION, CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Formed after March 4, 1918. On May 1, 1918, alcohol was placed in a separate section called Ethyl Alcohol Section, and later this section became the Sulphur and Pyrites Section. William G. Woolfolk, chief.

SULPHUR AND PYRITES SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed April 15, 1918. It compiled data, copies of which were given to interested sections of the Army and Navy; and it perfected plans for increasing production of Louisiana and Texas brimstone to offset the restricted imports of Spanish sulphur-bearing ores. Responsible to this section was the Production, Distribution, and Control Committee of the Chemical Alliance (Inc.). The section was discontinued December 31, 1918. William G. Woolfolk, chief.

SULPHUR-BEARING MATERIALS, COMMITTEE ON PRODUCTION, DISTRIBUTION, AND CONTROL OF; THE CHEMICAL ALLIANCE (INC.).

Created June 7, 1918, as an advisory committee to the Sulphur and Pyrites Section of the War Industries Board. The committee worked out a comprehensive and general plan of allocation and distribution of sulphur and pyrites. The committee was composed of A. D. Ledoux, W. D. Huntington, Horace Bowker, Henry Howard, and C. G. Wilson.

SULPHUR SUBCOMMITTEE, CHEMICALS COOPERATIVE COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Formed with Henry Whiton, chairman. After the dissolution of the Chemicals Committee in November, 1917, the Domestic Pyrites and Sulphur Committee and the Production, Distribution, and Control of Sulphur Materials Committee of the Chemical Alliance (Inc.), took over its functions, working under the direction of the Sulphur and Pyrites Commodity Section of the War Industries Board.

SUPERVISORY FIELD INSPECTION SECTION, INSPECTION BRANCH, SUBSISTENCE DIVISION, QUARTERMASTER GENERAL.

Created in November, 1917. This section had charge of the actual inspections made at all Army stations by the camp subsistence officer and by traveling inspectors. The section worked through subsections on Fresh Vegetables and Tobacco. Capt. W. H. Warren was chief until April 1, 1918, when he was succeeded by John F. Earnshaw.

SUPPLIES COMMITTEE, ADVISORY COMMISSION, COUNCIL OF NATIONAL DEFENSE.

One of the seven committees, with Julius Rosenwald, chairman, and Charles Eisenman as active head, formed February 12, 1917, in the Advisory Commission, one under each commissioner, to cooperate in an advisory capacity with the purchasing officers of the War and Navy Departments. It helped to bring about the declaration of the

Secretary of War April 12, 1917, that inasmuch as an emergency existed, "until further orders contracts will be made without resort to advertising for the bids in the letting of the same." This supplanted the peace-time method of advertising for proposals, eliminated middlemen's "options in advance," succeeded in "pegging" the price on many articles, and worked to avert competition between the numerous purchasing branches of the Government. It functioned through seven cooperative committees: Cotton Goods, Woolen Manufactures, Shoe and Leather Industries, Knit Goods, Leather Equipment, Mattresses and Pillows, and Canned Goods. In May, 1917, the committee was reorganized and functioned through four sections: Woolen Goods, Cotton Goods, Knit Goods, and Shoes and Leather. The majority of the members of the committee and its functions were transferred to the Quartermaster Corps in January, 1918, the War Industries Board at the same time forming a Supplies Section to represent it temporarily with regard to textiles. Under Spencer Turner as executive director, between January 1 and May 28, 1918, the work of the committee was almost entirely personal, consisting in preventing confusion as the result of the transference above mentioned. It merged into the Textile and Rubber Division, War Industries Board, June 3, 1918.

SUPPLIES DIVISION, QUARTERMASTER GENERAL.

Functioned through the following branches: Fuel and Forage, Conservation, Supplies, Contract, Maintenance and Distribution, and Requirements. The division lost its identity upon the reorganization of the office of the Quartermaster General January 26, 1918.

SUPPLIES SECTION, WAR INDUSTRIES BOARD.

Formed as a temporary expedient to represent the War Industries Board with regard to textiles until a more elaborate organization should be worked out, when the majority of the members of the Committee on Supplies, Council of National Defense, were transferred to the Quartermaster Corps of the Army. Representatives of the Quartermaster Corps were attached to the section while it functioned, its first meeting under Spencer Turner, chief, being May 14, 1918. It collated and analyzed requirements submitted by the Requirements Division, checked purchases against same, collected and analyzed sources of supply, controlled clearances and allocations, and began to establish uniform prices and to increase production. It ceased functioning about May 28, 1918, its commodities being taken up by other sections of the War Industries Board.

SUPPLIES AND ACCOUNTS, BUREAU OF; NAVY DEPARTMENT.

A continuing bureau of the Navy Department which had complete charge of purchasing, supply, and adjustment of contracts. The bureau was expanded enormously during the war to take care of the increased personnel and the enlarged scheme of naval operations. The bureau functioned through the following divisions: Purchase, Inland Traffic, Supply, Fleet, Logistics and Fuel, Allotment and War Risk, Disbursing, Accounting, Inspection, First Lieutenants. Admiral Samuel McGowan, paymaster general.

SUPPLIES AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

See *Clothing and Equipage Division.*

SUPPLY COMMITTEE, GENERAL; TREASURY DEPARTMENT.

Created by act of Congress in 1910 and consisting of representatives from the executive departments, with a superintendent of supplies as ex officio secretary, its function being to negotiate the making of contracts for supplies and equipment in use by two more executive departments. By presidential executive order of December 3, 1918, the committee's powers were extended to include the disposal of surplus equipment.

SUPPLY DIVISION, BUREAU OF CONSTRUCTION AND REPAIR, NAVY DEPARTMENT.

Responsible for obtaining supplies and material as required for new construction. It handled all questions of priority of purchase and delivery and had charge of the inspection of material. Other divisions requiring materials or supplies furnished to the Supply Division the technical data necessary for purchase. Chief, Commander J. A. Furer, succeeded by Commander R. P. Schlabach.

SUPPLY DIVISION, BUREAU OF STEAM ENGINEERING, NAVY DEPARTMENT.

Had charge of procuring and supplying material pertaining to the Bureau of Steam Engineering. In order to expedite the delivery of this material during the war the following sections were created, through which the Supply Division functioned: Priority, Cost-plus Contracts, Ships, Allowance, Requisitions, Requisition Follow-up, Contract Follow-up, and Production. Chief, Lieut. Commander H. T. Winston, succeeded by Lieut. Commander C. K. Mallory.

SUPPLY DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

See *Supply Section, Purchase Division, Bureau of Supplies and Accounts, Navy Department.*

SUPPLY DIVISION, ORDNANCE DEPARTMENT.

The Supply Division was created on May 23, 1917, as one of the 10 divisions of the Ordnance Department in existence at that time. It had charge of all requisitions for ordnance material, and was responsible for its storage and distribution. It was the duty of the chief of the division to keep himself informed concerning the supplies which would be required by the military forces, the orders given for the securing of such supplies, the time when the supplies would be required, and the probable time of delivery. He was to give due notice to the production division concerned whenever a failure of supplies was imminent. On December 2, 1918, the duties of that part of the Ordnance Department having to do with the storage, distribution, and issue of ordnance material, other than ammunition and its components, were taken over by the Director of Purchase and Storage. The Supply Division continued to furnish information concerning the supply of ordnance material to the Army as well as esti-

mates of requirements for tonnage for oversea shipments. The Supply Division functioned through the following sections: Construction, General Administration, Auxiliary, Operation, American Ordnance, Base Depot, and Planning and Control. Brig. Gen. C. B. Wheeler was chief of the division from May 23 to December 19, 1917. He was succeeded in time by Brig. Gen. Odus C. Horney, December 19, 1917; Brig. Gen. Colden L. H. Ruggles, March 2, 1918; Col. T. L. Ames, March 25, 1918, and Col. J. C. Heckman, October 23, 1918.

SUPPLY DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Created June 12, 1918, "to consolidate under one head the functions of purchasing, producing, dispatching, and transporting of materials and equipment purchased by the Emergency Fleet Corporation for the construction of ships and shipyards." Its jurisdiction also embraced the negotiation and award of all contracts for ship supplies and equipment; general supervision and production of all materials; establishing, operating, and controlling intermediate storage yards and storehouses; and, with the approval of the vice president in charge of construction, the building of new factories or works, increasing the facilities of those already engaged in the manufacture of ship materials for the Emergency Fleet Corporation, the commandeering of manufacturing facilities, and the modification or cancellation of contracts. The establishment of the Supply Division effected the consolidation of the Purchasing, Production, and Transportation Divisions, the actual transfer taking place July 16, 1918. The administrative organization of the division was constantly changed and reorganized, and the identity of each of the three divisions forming the new division was lost in the reorganization. At the time of the signing of the armistice the following subdivisions formed the Supply Division: The Purchasing and Production, Distribution and Warehouse, Field Organization, and Office Supervisor Sections; Research and Investigation, and Cancellation Branches. M. C. Tuttle, who was manager of the Production Division, became manager of the Supply Division, serving until January 8, 1919, and was followed by C. A. Goodwin and A. E. Pfeiffer, successively.

SUPPLY SECTION, DEPARTMENT OF MILITARY AERONAUTICS.

Created May 21, 1918. This section was responsible for the furnishing of all material and equipment on proper requisition from aviation fields, schools, depots, and other organized units. It was responsible for the purchase and payment of material required for the maintenance and operation of all aviation fields, schools, and depots; accepted, stored, and delivered such airplanes and airplane parts as were produced by the Bureau of Aircraft Production; audited all accounts and was responsible for all disbursements; had charge of the transportation of equipment, material, and personnel and the movement of units; directed all construction work; supervised the maintenance of all mechanical equipment, including airplane and motor transport vehicles; and administered the supply depots. It functioned through the following branches: Engineering, Finance, and Traffic and Storage. Col. C. G. Edgar, chief.

SUPPLY SECTION, PURCHASE DIVISION, BUREAU OF SUPPLIES AND ACCOUNTS, NAVY DEPARTMENT.

Formed September 1, 1918, from the Supply Division. This section passed upon all requisitions from ships and shore stations, and designated methods of obtaining material, having charge of upkeep and distribution of stock at all navy yards and naval stations, the preparation of schedules for the purchase, salvage, and sale of Navy matériel. It functioned through the following sections: Schedule, W. D. Little, chief, succeeded by Lieut. Commander Ransdell; Stock, Lieut. M. D. Stuart, chief; Salvage and Sales, Lieut. C. G. Peterson, chief; Requisition, Lieut. W. H. McKenna, chief. Commander U. S. Jackson, Commander H. D. Lamar, Commander H. W. Browning, successively acted as chief of the section.

SUPPLY AND ACCOUNTS DIVISION, SIGNAL CORPS.

Established on July 17, 1918. The work of supply was handled through the Procurement Section, which was taken over practically intact from the old Purchase, Storage and Traffic Division of the Signal Corps. This section supervised all purchases of Signal Corps equipment, compiled information regarding sources of supply, handled packing, shipment, and distribution of equipment, and secured the necessary manufacturing priorities. On September 7, 1918, the work which had been handled by the Supply and Accounts Division through the Procurement Section was taken over by the newly established Procurement Division. Chief of the division, Brig. Gen. C. McK. Saltzman; and of the Procurement Section, Maj. I. D. Hough.

SUPPLY CONTROL DIVISION, QUARTERMASTER GENERAL.

Established April 16, 1918, taking over the duties of the Quartermaster Supply Control Bureau, which was abolished on the same date. Reporting to the Supply Control Division were the Liaison, General Inspection, Administration, Distribution, and Requirements Branches. The division was abolished October 28, 1918, and its functions were taken over by the office of the Director of Purchase and Storage. Chief, Maj. R. A. Shaw, succeeded by Col. George T. Downey.

SUPREME COUNCIL OF SUPPLY AND RELIEF.

Created January, 1918, by Great Britain, France, Italy, and the United States, after a discussion originating in the Supreme War Council, in order to give to revictualing and relief work "a unity of direction similar in character to that which has proved so successful under French and British chief command in the operations of the allies on the land and on sea, respectively." It was separate from the Supreme War Council because that body was not "a mobile or specialized organization," and it included two members each from the four great powers. Herbert C. Hoover and Norman H. Davis were the American members, the former being in charge of the council with the title of director general of relief. A sum of $100,000,000 was appropriated by Congress for this work.

SUPREME ECONOMIC COUNCIL, SUPREME WAR COUNCIL, PEACE CONFERENCE.

Created by the Supreme War Council at its session February 10, 1919, on motion of President Wilson. It was made up of not more than five civilian representatives of each of the great powers, and was empowered to deal with "such questions as finance, food, blockade control, shipping, and raw materials," for the period of the armistice. It had power "to absorb or replace all such other existing (economic) bodies." On February 15, 1918, it authorized the resumption of trade between the United States and Bulgaria and the Turkish Empire. It established six sections: Raw Materials, B. M. Baruch (United States), president; Blockade, Vance McCormick (United States), president; Finance, N. H. Davis (United States), president; Shipping, H. M. Robinson (United States), president; Food, Herbert Hoover (United States), president; Communications, Brig. Gen. H. O. Mance (Great Britain), president. Vance McCormick, Herbert Hoover, Norman H. Davis, H. M. Robinson, American representatives; Lord Robert Cecil, Great Britain, chairman.

See *Blockade Section.*

SUPREME WAR COUNCIL.

Included the premier (or president) and minister of foreign affairs of each of the five great powers, representing the powers directly and not through the Peace Conference. It was created as the outcome of deliberations of the inter-allied conference at Paris, November 30 to December 3, 1917. President Wilson attended the council for the first time February 12, 1919. On March 11, 1918, the Allied Maritime Transport Council began to operate as its agent. It also created the Supreme Council of Supply and Relief and the Supreme Economic Council. M. Georges Clemenceau, president.

SURGEON GENERAL, WAR DEPARTMENT.

The Surgeon General is the adviser of the War Department upon all medical and sanitary affairs of the Army, the outbreak of war resulting in a great increase in the extent of his duties. He exercised administrative control of the Medical Department and was responsible for the disbursement of its appropriations; the supervision of its personnel, including commissioned officers and civilians; the issuing of orders and instructions relating to their professional duties; and the control of the enlisted force of the department and the Army Nurse Corps. He also had charge of the procurement and distribution of medical supplies for the Army. The various medical supply depots and general hospitals were also under the direct control of the Surgeon General. His work included the rehabilitating and reconstruction of disabled soldiers. Under the Surgeon General were the following organizations and subdivisions: Army Medical Museum, Veterinary Division, Division of Sanitation, Library Division, Division of Surgery, Finance and Supply Division, Division of Medicine, Hospital Division, Personnel Division, Division of Food and Nutrition, Division of Neurology and Psychiatry, Division of Roentgenology, Division of Laboratories and Infectious Diseases, Division of Physical Reconstruction, and the Division of Psychology. Maj. Gen.

William C. Gorgas was Surgeon General until October, 1918, when his duties were taken over by Maj. Gen. M. W. Ireland.

SURGERY COMMITTEE, GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

The earlier Committee on Surgical Methods, Dr. George W. Crile, chairman, was absorbed in this committee, with Dr. W. J. Mayo, chairman. Upon its recommendation the records of the members of the Medical Reserve Corps were classified, and the information was supplemented by confidential information on appointments from members of the committee. It collected data in connection with reconstruction work; devised diagnostic sheets for use in cantonment base hospitals, and aided in standardization of instruments. Its subcommittees were: Classification of Surgeons, Dr. C. B. Penrose, chairman; Ophthalmology, Dr. James Bordley, chairman; Otology, Rhinology, and Laryngology, Dr. C. W. Richardson, chairman. The committee and subcommittees were eventually transferred to the Surgeon General's Office.

SURGERY, DIVISION OF; SURGEON GENERAL'S OFFICE.

Created June, 1917. The Division of Surgery was responsible to the Surgeon General for providing trained surgical personnel for the military service; for the maintenance of surgical efficiency in hospitals; for making recommendations concerning the purchase, supply, and installation of surgical equipment, etc. The division functioned through the following sections: General Surgery; Head Surgery, including Ophthalmology and Oto-Laryngology; Orthopedic Surgery, and Roentgenology. It was directed successively by the following chiefs: June 6 to September 13, 1917, Maj. W. J. Mayo; September 13, 1917, to June 30, 1918, Col. William H. Monerief; July 1, 1918, to February 26, 1919, Col. R. P. Sullivan; since February 26, 1919, Col. William H. Monerief.

SURGICAL DRESSINGS MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized November 27, 1917, to cooperate with the Medical Section of the War Industries Board, continuing the work of the Surgical Dressings Cooperative Committee of the Council of National Defense, which was formed April 10, 1917. The cooperative committee had taken over the work relating to Surgical Dressings done by the Committee on Preparedness of the American Drug Manufacturers' Association. Henry C. Lovis was chairman of the three organizations.

SURGICAL INSTRUMENTS WAR SERVICE COMMITTEE.

Organized by the Medical Section of the War Industries Board to assist the Surgeon General's Office to secure adequate supplies of surgical instruments for use in the United States and overseas. Charles J. Pilling, chairman.

SURGICAL INSTRUMENTS AND MEDICAL TRADE SUPPLIES WAR SERVICE COMMITTEE.

Organized by the American Medical Trade Association in June, 1917, to assist the Government during the war. The committee coop-

erated with the Medical Section of the War Industries Board and the Red Cross. William Gibson, chairman.

SURGICAL METHODS, COMMITTEE ON; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

See *Surgery Committee, Council of National Defense.*

SURPLUS PROPERTY DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Created November 30, 1918, to have charge of the sale of all surplus property, under the jurisdiction of the Director of Purchase and Storage. L. H. Hartman, Capt. Dan H. Foster, chiefs.

SURVEY AND CONSULTING ENGINEERS, BOARD OF; UNITED STATES SHIPPING BOARD.

Organized April 7, 1917, because of the necessity of surveying and repairing enemy vessels seized by the United States and Cuba. The first duty of the board was to prepare the German and Austrian ships which had been damaged by their crews for operation as speedily as possible and without unnecessary expense. In addition to this work it assisted the Lake Committee in cutting and bringing twenty-one lake vessels to the coast, designed and rebuilt these vessels for salt water service, and made a report to the Shipping Board on the value of requisitioned vessels taken from the Great Lakes. It had entire charge of repairing and refitting all vessels operated by the Shipping Board, except those assigned to the Army and Navy, supervised and approved repairing and remodeling of Shipping Board vessels operated by private companies on the bare boat basis, had charge of refitting vessels for various services, made investigations for the Shipping Board. and acted in a general advisory capacity on all questions requiring technical knowledge of ship construction and repairing. Capt. Frank S. Martin, chairman.

SURVEYS AND STATISTICS DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

Organized by the authority of the War Labor Policies Board as the Industrial Service Section of the Bureau of Labor Statistics, in the fall of 1918, and was later transferred to the Bureau of Industrial Housing and Transportation under the new name. It had a representative on the Joint Board of Industrial Surveys and worked with it in conducting surveys of localities in which the Government was letting contracts. Data on labor thus acquired was compiled by the Bureau of Labor Statistics; that on industries, transportation and other public utilities by this division. The data was used by the bureau to determine the necessity for increased housing accommodations in a locality and to aid the Government to place contracts where no congestion existed. The division was disbanded after the signing of the armistice. W. E. Guerin, manager.

SWEATER COATS WAR SERVICE COMMITTEE.

Organized in November, 1917, to represent the manufacturers of sweater coats. It acted in an advisory capacity to the Knit Goods Section of the War Industries Board. W. H. Wye, chairman.

SWEATER AND KNITTED TEXTILES WAR SERVICE COMMITTEE.

Organized in August, 1918, representing the Sweater and Knitted Textiles Manufacturers' Association, Knit Goods Manufacturers, and Sweater and Fancy Knit Goods Manufacturers' Association. The committee cooperated with the Knit Goods Section of the War Industries Board. Sidney Worms, chairman.

TABULATION AND STATISTICS, DIVISION OF; WAR TRADE BOARD.

A branch of the Bureau of Research and Statistics, War Trade Board, after having been an independent bureau until September, 1918. Its function was to furnish tabulations and statistics upon (1) exports and imports of all commodities, (2) licenses granted for the same, (3) conversion factors and index figures for previous years showing value per pound or per ton for all commodities, and (4) stowage factors showing cubic feet of space occupied per ton by commodities. Studies in packing methods, with the aim of reducing stowage factors, were made by the Bureau of Industrial Research of the General Staff. In charge of Lowell J. Reed, F. W. Powell, W. C. Sims.

TAG AND DOCUMENT MANILA PAPER WAR SERVICE COMMITTEE.

Organized July 24, 1918, to confer with the Pulp and Paper Section, War Industries Board, in regard to the conservation of certain styles and sizes. I. C. Blandy, chairman.

TAILORS TO THE TRADE WAR SERVICE COMMITTEE.

Organized November 16, 1918, to represent the firms that made tailored-to-order clothes. An informal committee had represented the trade before the Commercial Economy Board, Council of National Defense, and later before the Conservation Division, War Industries Board, and the Woolens Section. The formal committee was organized at the request of the Woolens Section. William M. Cahn, chairman.

TALKING MACHINES AND TALKING MACHINE PARTS WAR SERVICE COMMITTEE.

Organized April 30, 1918, to represent the industry before the Priorities Board of the War Industries Board. Raw materials were limited to the manufacture of machines for necessary uses. H. L. Willson, chairman.

TANK CAR RECORD OFFICE, CAR SERVICE SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Established July 1, 1918, at Chicago, under the managership of W. L. Barnes, assistant manager of the Car Service Section. This office collected data concerning tank cars, including those privately owned and those owned by the railroads. Reports were required from roads covering available supply of cars, interchange between lines, average number of miles per car per day, average detention on switching lines, etc. Information was submitted to regional directors who adopted corrective measures when necessary. The Tank

Car Record Office and the Refrigerator Department of the Car Service Section were administered as a single organization, W. L. Barnes being manager of both.

TANKER DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Worked in conjunction with the Shipping Control Committee and had general direction over all bulk oil carriers. R. C. Butler in charge.

TANNERS' COUNCIL OF THE UNITED STATES OF AMERICA.

Originated in the necessity of the Government for an organization able to speak for the whole leather industry. It was created October, 1917, by the leading leather trade associations and completed its organization November 15, 1917, at Chicago. It was subsequently incorporated December 10, 1917; and in June, 1918, the leather associations were actually amalgamated with it. It bore a relation similar to that of the Textile Alliance in the cloth trades, and cooperated with that organization in cases relating to hides with the hair on them. On December 5, 1917, it became the accredited representative of the Bureau of Imports, War Trade Board, as consignor and administrator of trade regulations. It also worked with War Industries Board and Price Fixing Committee. In this capacity it issued many bulletins from its Washington office. The divisions representing the various activities of the Tanners' Council were the Sale and Belting Division, H. F. Lesh, chairman; Patent Upper Leather Division, organized in December, 1917, C. Q. Adams, chairman; Harness Leather Division, Frank C. Hoffman, chairman, November, 1917, to March, 1918, succeeded by Frederick Carlisle; Upholstery Leather Division, R. C. Good, chairman; Sheep and Lamb Leather Division, W. R. Fisher, chairman, November, 1917, to September, 1918, L. H. Simon to February, 1919, succeeded by C. P. Vaughan; Specialty and General Utility Division (formerly called Fancy Leather Group), L. J. Robertson, chairman, November, 1917, to July, 1918, succeeded by Richard Young; Glove Leather Division, organized January, 1918, R. M. Evans, chairman; Side Upper Leather Division, T. S. Haight, chairman, November, 1917, to August, 1918; Calf and Kid Leather Division, August H. Vogel, chairman, November, 1917, to August, 1918. In August, 1918, these two divisions were consolidated and divided into geographical groups, Eastern and Western Upper Leather Division. Harry I. Thayer was chairman of the Eastern Division since August, 1918. A. H. Vogel was chairman of the Western Division since August, 1918. V. A. Wallin was president, 1917, Fred A. Vogel, 1918.

TANNING MATERIAL SECTION, CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Formed about May 1, 1918, becoming on June 1, 1918, the Tanning Materials and Natural Dyes Section when the Chemicals and Explosives Division changed its name to the Chemicals Division. E. J. Haley, chief.

TANNING MATERIALS AND NATURAL DYES SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed May 1, 1918, superseding the Tanning Material Section. It arranged with the Shipping and War Trade Boards in regard to a maximum importation of quebracho extract and that licenses would be granted only after the section's approval. It allocated the imported wattle bark, divi-divi, and mangrove bark, and by cooperation with the Department of Labor brought about an increase of production of chestnut-wood extract and the main domestic tanning extracts. The section also looked after the importation and allocation of inedible oils, fats, and waxes. Vegetable dyes were transferred to it from the Artificial Dyes and Intermediates Section, and it handled 67 commodities in all. The section was discontinued December 31, 1918. E. J. Haley, chief.

TARIFF COMMISSION, UNITED STATES.

Created by the act of Congress of September 8, 1916, to investigate all phases of the customs laws and to put the results of its studies at the disposal of the executive and legislative branches of the Government. Its war services included the furnishing of information and personnel to other agencies of the Government and the preparation of material for the peace conference organization. The membership of the commission was as follows: F. W. Taussig (chairman), D. C. Roper (vice chairman), E. P. Costigan, M. S. Culbertson, William Kent, and D. J. Lewis. The vacancy resulting from the resignation of Mr. Roper was filled by the appointment of T. W. Page.

TAXPAYERS' COOPERATION, DIVISION OF; BUREAU OF INTERNAL REVENUE, TREASURY DEPARTMENT.

An organization of the Bureau of Internal Revenue, created to conduct a campaign of public education in connection with the war-revenue law of 1917, and to develop among taxpayers an understanding of the purposes and provisions of the law. The work was accomplished by means of a nation-wide distribution of news, advertising, information, and motion-picture publicity.

TECHNICAL DEPARTMENT, DIVISION OF CONSTRUCTION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Technical Department was specified as a part of the organization of the Division of Construction in a circular letter from Admiral F. T. Bowles on August 13, 1917. The department was in charge of all original designing work, and the supervision of all technical matters connected with vessel construction, machinery, and equipment. Upon the creation of the Steel Ship Construction Division, the Technical Department became a part of its organization, and on June 26, 1918, it became the Engineering Section of that division. T. E. Ferris, L. N. Pryor, and H. C. Sadler successively served as head.

TECHNICAL DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

The functions of this division pertained to the design, manufacture, purchase, and distribution of all material under the control

of the Bureau of Ordnance, and the investigation of scientific questions relating to ordnance and gunnery. The scope of the activities of the division are shown in the titles of the subordinate organizations. Responsible to the chief of the division were the following sections: Gun; Turret Mount; Powder, Explosives, and Fuze; Torpedo; Arms and Projectile; Supply; Fire, Control, and Optical; Gun Mount; Aviation Ordnance; Mines and Net; Priorities; Buildings and Grounds; Experimental; Nitrates and Acids; Design; and Ship Protection. There was also a cost board officer.

TECHNICAL SECTION, CHEMICALS AND EXPLOSIVES DIVISION, WAR INDUSTRIES BOARD.

Work of this section was originally done by the technical advisers of the Chemicals and Explosives Division, War Industries Board, and was continually modified as commodities became of so great importance that special sections were created for them, such as electrodes, abrasives, caustic soda, chlorine, electrolytic cells, dyes and dyestuffs, alcohol, sulphur, acid brick and chemical pottery, pigments and paints. It handled any mineral or chemical compound not called a "heavy chemical," working in general on such problems as: (1) the increase of yield; (2) finding a substitute for a short or commandeered commodity; (3) the development of a more economical process of production; (4) the development of a new source for a short commodity; (5) the production of new material; and (6) the production of material new to any given company. The section became the Technical and Consulting Section December 3, 1917.

TECHNICAL SECTION, DEPARTMENT OF MILITARY AERONAUTICS.

Created May 21, 1918, to have charge of the passing on such designs of aircraft and accessories as should be submitted to it by the Bureau of Aircraft Production. The responsibility for designs rested on that bureau. This section had charge of design of airplane armament, instruments, engines, and radiators. Lieut. Col. T. H. Bane, chief.

TECHNICAL AND CONSULTING SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed December 3, 1917, with Drs. H. R. Moody, E. R. Weidlein, T. P. McCutcheon, and Prof. H. F. Staley as associate staff, to investigate new processes of production and substitution. Studies and surveys were made of bromine, the caustic, chlorine, and bleach industry, radium, potassium and sodium permanganate and silicate, arsenics, glycerine, phosphorus, and casein. The section found a substitute for acetic acid in lactic or formic acid, and with the help given by the Bureau of Plant Industry studied the process there used of utilizing perchlorates for nitrates and found possibilities, for substitution in explosives. The section was discontinued December 31, 1918.

TECHNICAL SERVICE COMMITTEE, NATIONAL ASSOCIATION OF MASTER BAKERS.

Appointed in February, 1918, by the National Association of Master Bakers, to cooperate with the United States Food Adminis-

tration in making "victory bread" a success. Formulæ for the use of cereals as substitutes were perfected, and practical demonstrations were made in all the States by bakers who had successfully used wheat substitutes, their experience being given to the trade. A committee was appointed for each State, which was to organize similar committees in every county and town. William M. Campbell, chairman.

TECHNICAL SOCIETIES, WAR COMMITTEE OF.

Formed June, 1917, by the Engineering Council, with two members each from the national societies of civil, electrical, mechanical, mining, gas, electrochemical, illuminating, mining and metallurgical, refrigerating, heating and ventilating, chemical, and automotive engineers. After October 2, 1917, it worked from the same office as the Naval Consulting Board. It was constantly engaged in reviewing engineering and related problems together with suggestions and inventions for their solution. Laboratory tests were conducted in the Bureau of Standards and Bureau of Mines. It was disbanded December 31, 1918. Harold W. Buck was chairman until September 24, 1917, succeeded by Daniel W. Brunton.

TECHNOLOGY, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

The work of this bureau consisted in giving expert or technical advice where necessary, in matters dealing with the production, refining, transportation, distribution, and marketing of petroleum. The bureau cooperated with the Bureau of Oil Well Supplies in passing upon application for priority certificates, to prohibit the use of essential materials for nonessential purposes. It also worked with the Capital Issues Committee in passing upon applications for stock issues made to that committee by producing and refining companies. William A. Williams, director.

TELEGRAPH SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

Created July 1, 1918, with headquarters at Washington, D. C. The Telegraph Section undertook the general supervision of all telegraph and telephone lines belonging to railroads under Federal control. A particular effort was made to secure greater efficiency by using telegraph wire facilities of the railroads in interchanging messages between the railroads and the Railroad Administration, the combining of telegraph and telephone offices, and reducing the length and number of telegraphic communications. Martin H. Clapp, manager.

TELEGRAPH AND TELEPHONE ADMINISTRATION, UNITED STATES.

The wire and cable systems taken over by the President were operated by the Postmaster General, Albert S. Burleson, under the title of the United States Telegraph and Telephone Administration through a Wire Control Board. The telegraph and telephone lines were placed under Federal control by a proclamation of the President dated July 22, 1918. The authority for this act was derived from a joint resolution of Congress dated July 16, 1918, which en-

abled the President, as a war measure, to assume possession of and to operate any or all telegraph, telephone, marine cable, or radio systems, with the provision that such control should not be extended beyond the date of the proclamation by the President of the exchange of ratifications of the treaty of peace. By the terms of the proclamation, Government control became effective at midnight, July 31, 1918, and Albert S. Burleson, Postmaster General, was designated to supervise the operation of the lines taken over. Only telegraph and telephone lines were taken over at this time, radio control already being effectively exercised by the Navy Department. The cable lines were taken over by proclamation dated November 2, 1918, effective at midnight of that date. The principal systems placed under Government control were the Western Union Telegraph Co., the Postal Telegraph Cable Co., and the American Telephone & Telegraph Co. More than 9,000 telephone lines were taken over by the Government. In accordance with the terms of the joint resolution, contracts providing for compensation were drawn up between the various companies and the Government. The Postal Telegraph-Cable Co. refused to enter into any contract, however, and was awarded compensation by the Government. The marine cable systems were returned to their owners, effective at midnight, May 2, 1918. By an order dated June 5, 1919, the Postmaster General directed that all telegraph and telephone companies whose lines were taken over would thereafter manage their properties during the remainder of the period of Federal control free from direct Federal operation.

TELEGRAPHS AND TELEPHONES, COOPERATIVE COMMITTEE ON, COMMITTEE ON TRANSPORTATION AND COMMUNICATION, COUNCIL OF NATIONAL DEFENSE.

Organized to work in cooperation with the Committee on Transportation and Communication under the chairmanship of Daniel Willard. It consisted of four members besides the chairman, who were the vice presidents, respectively, of the American Telephone and Telegraph Co., the Western Union Telegraph Co., the Postal Telegraph Co., and the United States Independent Telephone Association. The chairman was Theodore N. Vail, president of the American Telephone and Telegraph Co. The operations of the various wire systems were coordinated in such a way as greatly to facilitate Government communication. In some cases new lines were erected between strategic points and in the Official Bulletin of June 9, 1917, it was announced that it was possible for the Government to communicate by long distance telephone with every section of the United States. Arrangements were made whereby all Government messages were handled on a preferential basis, taking precedence over commercial messages. The committee also rendered valuable service by assisting in the installation of communication systems in the cantonments and camps throughout the country. Special service was rendered the railroads in order to facilitate the huge task of moving troops during mobilization. The organization of the systems of communication was practically completed by January 1, 1918, and the committee, as such, did very little after that date.

TELEGRAPHS AND TELEPHONES, OPERATING BOARD, WIRE CONTROL BOARD, UNITED STATES TELEGRAPH AND TELEPHONE ADMINISTRATION.

From the date when the Government took control of the telegraphs and telephones, which became effective August 1, 1918, until the creation of the Operating Board the properties taken over were operated by the owners under the general supervision of the Wire Control Board. All officers, operators, and employees of the telegraph and telephone companies were to continue in the performance of their duties, reporting to the same officers as heretofore and on the same terms of employment. On December 13, 1918, an Operating Board was appointed which on January 1, 1919, assumed operation of the lines under Government control. The Operating Board, which was under the supervision of the Wire Control Board, included the following: Union N. Bethel, of the American Telephone and Telegraph Co., chairman; F. A. Stevenson, also of the American Telephone and Telegraph Co.; G. M. Yorke of the Western Union Telegraph Co.; and A. F. Adams, of the Kansas City Home Telephone Co. The principal systems operated by the board were the American Telephone and Telegraph Co., which included the Bell System, the Western Union Telegraph Co. and the Postal Telegraph-Cable Co., as well as all independent telephone companies. The Operating Board was dissolved by the effect of Postmaster General's order of June 5, 1919, returning thereafter the operation of the lines to the companies, whose status became the same as it had been between August 1, 1918, and January 1, 1919.

TENTS AND CANVAS EQUIPMENT WAR SERVICE COMMITTEE.

Organized October 18, 1918, to represent the manufacturers of tents and awnings, tarpaulins, and canvas articles. The committee was divided into five regional subcommittees and represented the entire industry in the United States. F. R. Thorns, chairman.

TERRITORIAL QUESTIONS COMMISSION, COUNCIL OF GREAT POWERS, PEACE CONFERENCE.

Created as the Central Committee on Territorial Questions at a meeting of the Supreme War Council February 27, 1919, to direct the actions of the minor commissions appointed by the council to study and report on questions affecting boundary and territorial adjustments, which were: Czecho-Slovak, Polish, Roumanian and Jugo-Slav, Greek and Albanian, Belgian and Dane. Dr. S. E. Mezes, American member; M. André Tardieu (France), president.

TEXTILE ALLIANCE (INC.).

Organized February 24, 1914, as a membership corporation under the laws of the State of New York. It was requested and instructed by the United States Government through the War Trade Board to perform certain services covering the importation, exportation, purchase, and sale of the following articles from foreign countries: wool, animal hair, woolen rags, crepe fiber, jute, burlap, cotton and flannelette raisings, flax, linen, mica, palm oil, kapok, manila fiber, castor beans, and, jointly with the Tanners' Council, skins bearing

wool or hair. It issued bulletins approved by the War Trade Board covering its work which was: (1) to act as consignee, (2) to assist in proper cases in obtaining the required United States licenses, (3) to endorse bills of lading for customs entry and transshipment, or to withhold them on proper authority, (4) to obtain transshipment bills of lading when required, (5) to transmit bills of lading and documents to proper foreign representatives, or to withhold them on proper request. A. M. Patterson, president.

TEXTILE SUBDIVISION, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Formed June 14, 1918, and abolished September 21, 1918, upon the reorganization of the Clothing and Equipment Division in Purchase Division, Purchase, Storage and Traffic. Harry L. Bailey, chief.

TEXTILE MACHINERY WAR SERVICE COMMITTEE.

Organized October 9, 1918, to represent the manufacturers of cotton, woolen, and worsted, dyeing, drying, bleaching, and finishing machinery. Edwin H. Marble, chairman.

TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Formed June 3, 1918, to arrange for cooperation with Government bureaus in furnishing their supplies of textiles and rubber goods, to establish and maintain relations between the board and the industry, to determine with the industry how to meet civilian requirements and safeguard civilian interests. The division absorbed the Committee on Supplies and organized its work by the decentralization plan adopted in War Industries Board, and formed the following 10 sections: Cotton and Cotton Linters, Cotton Goods, Felt, Flax Products, Knit Goods, Rubber, Silk, Domestic Wool, Foreign Wool, and Woolens. John W. Scott, director.

THERMOMETER WAR SERVICE COMMITTEE.

Organized by the Council of National Defense in May, 1917, as an advisory committee. The committee was reorganized when the committees of the council were abolished. It organized the thermometer industry so as to enable it to take care of the large demand for fever thermometers and other mechanical and industrial thermometers used by Army and Navy. The committee cooperated with the Medical Section of the War Industries Board. M. W. Belton, chairman.

TICK ERADICATION DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division organized May 1, 1917, having been before this a part of the Field Inspection Division. During this war the division made special efforts in its campaign to eradicate the southern cattle tick. Its regular fund was supplemented after April 6, 1917, by approximately $200,000 from the appropriation "Stimulating agriculture and facilitating live-stock production." This allotment made it possible to extend cooperation to State authorities over a greatly increased area. The eradication of the cattle tick resulted

in stimulating the cattle industry and in improving agricultural conditions generally over the area affected. R. A. Ramsay, chief.

TICKET STANDARDIZATION COMMITTEE, DIVISION OF TRAFFIC, UNITED STATES RAILROAD ADMINISTRATION.

The Ticket Standardization Committee was appointed on June 14, 1918, for the purpose of devising standard passenger ticket forms to be used for all roads and destinations. A report was submitted and certain recommendations contained therein were put into effect. O. P. McCarthy, chairman.

TICKING WAR SERVICE COMMITTEE.

Organized by the War Service Committee of the National Council of American Cotton Manufacturers and cooperated with the War Industries Board, Cotton Goods Section, S. R. Glassford, chairman, represented the manufacturers of woven ticking. Manufacturers of printed tickings were represented by a separate committee with F. H. Pillsbury, chairman.

TIDEWATER COAL POOL.

The preliminary organization of the Tidewater Coal Pool took place May 31, 1917, and on June 14, at a meeting of operators shipping coal to Atlantic ports with the Committee on Coal Production of the Council of National Defense, a committee was appointed to make the necessary rules and regulations. Rembrandt Peale was elected commissioner, and a deputy commissioner was appointed for each port. Pooling actually began at Baltimore July 16, 1917, and at New York, Philadelphia, and Hampton Roards on August 1. Coal shipments were standardized and the number of classifications reduced from 1,165 to 45. The use of the pool became mandatory November 11, 1917, when it was taken over by the United States Fuel Administration. Compulsory control ended March 1, 1919, but the question of voluntary pooling was left to the shippers.

TILE WAR SERVICE COMMITTEE.

Organized December 5, 1917, by the Tile Manufacturers' Credit Association. The committee cooperated with the United States Fuel Administration in regard to the curtailment of fuel for nonessentials and with the Conservation Division of the War Industries Board. F. W. Walker, chairman.

TIMBER COMMISSION.

The Timber Commission was formed in January, 1918, composed of representatives of the Aircraft Production Board, the United States Shipping Board, the Army, and the Navy. It was created for the purpose of unifying control of all Government timber requirements from the Pacific Northwest, supervising all purchases, and speeding up production.

TIN SECTION, WAR INDUSTRIES BOARD.

Created March 6, 1918, to regulate the import and distribution of pig tin in the United States, following the agreement August 28,

1918, with Great Britain, France, and Italy, which set up an inter-allied tin executive in London. The section arranged the issue of licenses to purchase the United States allocation of tin, the United States Steel Products Co. being the medium chosen by the American Iron and Steel Institute which the War Industries Board requested to assume charge of importation, financing, and distribution of the commodity. The Subcommittee on Pig Tin of the American Iron and Steel Institute was in constant cooperation with the section. George W. Armsby, chief.

TIN PLATE COMMITTEE, AMERICAN IRON AND STEEL INSTITUTE (INC.).

Organized in December, 1917, to continue the work of the Tin Plate Subcommittee of the Steel and Steel Products Committee of the Council of National Defense. The committee cooperated with the Tin Section of the War Industries Board and the United States Food Administration, working with the Tin Plate Conservation Committee. Sufficient quantities of tin plate were produced to satisfy the requirements of the canners. J. I. Andrews, chairman.

TIN PLATE, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Appointed at a meeting of manufacturers March 24, 1917, at the invitation of Secretary Redfield. The committee took up the question of conservation of tin plate. The chairman, J. I. Andrews, became a member of the Tin Plate Conservation Committee. After the passage of the food and fuel act the committee ceased to function and was organized in December, 1917, as a subcommittee of the American Iron and Steel Institute.

TIN PLATE CONSERVATION COMMITTEE.

Organized May 15, 1917, by the Secretaries of Commerce and Agriculture at a conference of tin plate manufacturers, can manufacturers, and canning industry. The committee, representing the Department of Agriculture, Department of Commerce, the can manufacturers, the National Canners' Association, and the meat-packing industry and the wholesale grocers, submitted recommendations for enocomy in use of tin cans. The committee cooperated with the United States Food Administration and later with the Tin Section of the War Industries Board.

TIN WAR SERVICE COMMITTEE.

Organized October 28, 1918, to coordinate the industries using tin for efficient war service. Louis D. Conley, chief.

TOBACCO SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

Created April 26, 1918. It made a survey of United States and allied requirements, of normal and war abnormal consumption of tobacco by both military forces and civilians in the United States, Great Britain, France, Italy, Belgium, and some neutral countries, and of the status of the tobacco industry, especially of leaf-tobacco situation. It was working out a modus operandi of purchasing and

marketing when, because of the armistice, the section was discontinued December 17, 1918. Alfred I. Esberg, chief.

TOBACCO MANUFACTURERS, ADVISORY COMMITTEE ON.

Created by the Tobacco Section of the War Industries Board as an advisory committee. Subcommittees were appointed on Cigarette Conservation, Snuff, and Conservation of Tin. J. B. Duke, chairman.

TOBACCO WAR SERVICE COMMITTEE.

Organized by the Tobacco Manufacturers' Association of the United States. The committee cooperated with the Tobacco Section of the War Industries Board. Edward Wise, chairman.

TOILET PINS WAR SERVICE COMMITTEE.

Organized September 25, 1918, to cooperate with the Brass Section of the War Industries Board. The standardizations adopted were in force for some time after the signing of the armistice. George A. Driggs, chairman.

TOPOGRAPHIC BRANCH, UNITED STATES GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

This branch made military maps of areas selected by the War Department, largely with reserve officers detailed by the Engineer Corps back to the Geological Survey for this purpose or for special training, conducting in this connection a training school for topographers; it prepared bases for special route maps required for aviation, and applied the adaptation of the camera to mapping, and the transformation of photographs to maps of the correct scale and orientation. Maj. R. B. Marshall, chief geographer.

TOWN PLANNING DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION.

This division was responsible for the general site planning of a housing project, which was frequently a whole community in size and scope. A member of the division was on the committee to choose the site, and a town planner from the ranks of the profession was appointed to take charge of the local project. The town planner, whose work was checked and approved by the division, was responsible for the supervision of the arrangement of blocks, lots, streets, parks, schools, playgrounds, stores, and neighborhood services of a public or quasi public character. F. L. Ormstead, manager until April 1, 1919; succeeded by Carl R. Parker.

TOYS WAR SERVICE COMMITTEE.

Organized October, 1918, to represent the manufacturers of metal, textile, paper, and wood toys, and allied products. A. C. Gilbert, chairman.

TRADES AND ALLOCATIONS DIVISION, SHIPPING CONTROL COMMITTEE, UNITED STATES SHIPPING BOARD.

The Trades and Allocations Division carried on the greater part of the work of the Shipping Control Committee. It was charged

primarily with the duty of assigning tonnage to particular cargoes and trade routes, and also with the direction of ships, tendered to the Shipping Control Committee on the seas, until they were in a position to take care of a useful trade movement. The four branches of the division, known as the Coastwise Coal Branch, the Sailing Vessel Branch, the Trans-Atlantic and Trans-Pacific Trade Branch, and the South American and West Indies Trade Branch, carried on the actual work of the division and cooperated in this work with the War Trade Board, the Allied Maritime Transport Council, and the Shipping Board Division of Planning and Statistics. W. J. Love was in charge.

TRAFFIC BRANCH, FUEL AND FORAGE DIVISION, QUARTERMASTER GENERAL.

Organized January 26, 1918. This branch indicated points of origin and destination for coal, fuel, and forage, but was abolished June 14, 1918.

TRAFFIC DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

This department, in charge of all traffic, had to do with the fixing and issuance of rates, and the handling of claims for loss, damage, and overcharge. It functioned under the direction of G. W. Sterling.

TRAFFIC, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

The creation of the Division of Traffic was announced on February 9, 1918. It was the function of the division to handle all matters involving traffic relations between carriers and the shipping public, including classification of traffic, fixing of rates, and all commercial questions arising in connection with the transportation of passengers, freight, mail, and express. Subordinate to the Division of Traffic were the following: Mail and Express Section; Agricultural Section; Ticket Standardization Committee; Advertising Committee; Committee on Consolidated Classification; Managers of Inland Traffic (assigned to Government war agencies); Passenger Traffic Committees; and Freight Traffic Committees for the three classification territories; and an Interregional Dining Car Committee. There was also, from February 9, 1918, until June of the same year, an Interregional Traffic Committee which submitted advisory reports to the Director General and to the Director of the Division of Traffic. Under unified control, the Division of Traffic effected economies in both money and transportation facilities by consolidation of ticket offices, elimination of unnecessary passenger trains, consolidation of terminals, curtailment of advertising, rerouting of freight; etc. Edward Chambers, director.

TRAFFIC EXECUTIVE, ALLIED GOVERNMENTS.

During the latter part of 1917, the railroads were obliged to resort to extensive shipping embargoes in order to prevent the accumulation of freight at the North Atlantic ports. It was necessary to secure special permit to move certain kinds of freight, consigned to the order of the allied governments, including England, France, Russia, and

Italy, and the result was that the railroads were deluged with thousands of requests from shippers for permits to move such freight. About December 1, 1917, at the suggestion of the Railroads' War Board, it was arranged to centralize these requests for modification of freight embargoes in the hands of an organization known as the traffic executive, representing the allied governments, with offices at New York. Under the new system, the shippers, instead of forwarding their requests to the railroads, made application directly to the traffic executive, which consolidated these requests and made application to the railroad for the necessary modification of the embargo orders. The result was that the railroads were relieved of a great deal of useless labor while the railroad and commercial telegraph systems were relieved of the burden involved in the transmission of numberless requests for permits.

TRAFFIC SECTION, DIVISION OF PUBLIC SERVICE AND ACCOUNTING, UNITED STATES RAILROAD ADMINISTRATION.

The Traffic Section began operations under the jurisdiction of George T. Atkins, jr., on July 1, 1918. In order to settle fairly all questions affecting freight rates, three general freight traffic committees had been organized under the Division of Traffic, subordinate to which in turn were district freight traffic committees. Upon these various committees were members who were selected by shipping interests, subject to the approval of the Director of Public Service and Accounting. The activities of these members were coordinated by the Traffic Section of the Division of Public Service and Accounting. Traffic assistants were appointed as follows: C. B. Heinemann, September 23, 1918; M. V. Hardie, February 25, 1919; C. B. Stafford, March 20, 1919. On February 1, 1919, upon the organization separately of the Division of Public Service and the Division of Accounting, the Traffic Section was placed under the former.

See *Freight Traffic Committees, Division of Traffic.*

TRAFFIC SECTION, EQUIPMENT DIVISION, ORDNANCE DEPARTMENT.

As it existed in December, 1917, the Traffic Section performed functions of an advisory nature for the chief of the division and the heads of the various procurement sections. It assisted in the planning of shipping schedules so that raw material, component parts, and completed equipment might be packed and shipped as expeditiously as possible. It ceased to function as a part of the Equipment Division after January 14, 1918.

TRAFFIC AND TRANSPORTATION, BUREAU OF; ADMINISTRATIVE DIVISION, UNITED STATES FUEL ADMINISTRATION.

The appointment of G. N. Snider as head of the Transportation Department of the United States Fuel Administration was announced October 26, 1917. This bureau had supervision of the distribution of cars and their movement to destination when loaded, direction of shipments by the shortest route, and diversion of coal to places of need. It acted as consultant and adviser on transportation problems. Mr. Snider was transportation adviser to the United States Fuel Administrator. The services of F. M. Whittaker were lent to the United States Fuel Administration by the United States

Railroad Administration in February, 1918, thus bringing about closer cooperation of the two administrations. Mr. Whittaker was known as manager of inland traffic.

TRAFFIC AND TRANSPORTATION, BUREAU OF; OIL DIVISION, UNITED STATES FUEL ADMINISTRATION.

This bureau was the point of contact between the Oil Division and the United States Railroad Administration in matters of traffic, transportation, and rate adjustments. Supervision of all forms of rail transportation necessary to the production and prompt movement of petroleum and its products, oil-well supplies, and materials for refineries was the principal function of the bureau. J. A. Middleton was inland traffic manager, later succeeded by O. N. Conley.

TRAINING DIVISION, CHEMICAL WARFARE SERVICE.

The training of the commissioned and enlisted personnel for gas service in the United States and the American Expeditionary Forces was started in 1917 under the Medical Department and transferred early in 1918 to the Engineer Corps. The Training Division of the Chemical Warfare Service was organized June 28, 1918. This division and the earlier organizations had charge of the training of troops in the United States, the organization and training of gas regiments for European duty, and the recruiting and training of gas officers. Maj. J. H. Walton was chief of the division until July, 1918, when Lieut. Col. E. N. Lewis became acting chief.

TRAINING SERVICE, UNITED STATES, DEPARTMENT OF LABOR.

Provided for in the war labor administration act, approved July 1, 1918, which appropriated $150,000 for this service. It was instituted on July 16, 1918. Originally it was known as the Training and Dilution Service, but this name was changed to the present one after the signing of the armistice. It was the function of this service to ascertain the need for training skilled workers in industrial establishments, to ascertain the best methods in use for such training, to provide information to manufacturers along these lines, and to promote this training where it was necessary and desirable. A field service was established with a chief and superintendents in 12 districts into which the country was divided. These field superintendents were instrumental in promoting the organization of vestibule training departments in numerous industrial establishments. At the time of the signing of the armistice about 20 such departments were being established weekly. It was originally intended that this service should investigate and supervise the whole problems of dilution of the ranks of skilled workmen with unskilled workmen and women. A division for this purpose was just in the process of formation when the signing of the armistice made such a division unnecessary and led to the changing of the name of the service, as mentioned above. Charles T. Clayton, director.

TRAINING CAMP ACTIVITIES, WAR DEPARTMENT COMMISSION ON.

Established in accordance with a letter from the Secretary of War to Raymond B. Fosdick, dated April 18, 1917. As stated in this letter, it was the duty of the commission to act as a clearing

house for suggestions relative to the question of providing recreational and other facilities for men in training camps. Its functions were to be largely advisory, but the Secretary of War stated that it was his intention to consult with it upon the whole question of police regulations outside the limits of military camps. Thus, it became the duty of the commission to assist in the enforcement of sections 12 and 13 of the selective service act of May 18, 1917, which prohibited the sale of liquor and the maintenance of brothels in the vicinity of military camps, cantonments, etc. The commission carried on its work through the Law Enforcement Division, the Athletic Division, the Post Exchange Committee, the Camp Music Division, the Liberty Theater Division, the Social Hygiene Division, the Accounting Division, and the Military Entertainment Council. There was also an Administrative Office, which handled routine matters, and an Executive Officer, who, among other things, sought to coordinate the activities of the following affiliated organizations: Young Men's Christian Association, Young Women's Christian Association, Jewish Welfare Board, National Catholic War Council, American Library Association, Salvation Army, and War Camp Community Service. Raymond B. Fosdick, chairman.

TRANS-ATLANTIC AND TRANS-PACIFIC TRADE BRANCH, TRADES AND ALLOCATIONS DIVISION, SHIPPING CONTROL COMMITTEE, UNITED STATES SHIPPING BOARD.

Organized to handle the allocation of tonnage for trans-Atlantic and trans-Pacific trade, and to allocate tankers controlled by the Shipping Board for maximum use in the oil trade. On September 30, 1918, the records of the branch showed an allocation of 125 vessels, aggregating 928,901 tons dead-weight, and a monthly average of approximately 1,400,000 tons dead-weight in tankers handled. A. E. Clegg was in charge.

TRANSFER AND PRIVATE CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD.

Established October 9, 1918, to pass on permits to construct for private account, American or foreign. Shortly after its organization the division was abolished and its functions were taken over by the Law Division of the United States Shipping Board. H. V. Amberg, head.

TRANSPORTATION BRANCH, PURCHASE, STORAGE AND TRAFFIC DIVISION.

Established March 13, 1919. Its duties included the supervision and coordination of all matters connected with rail and water transportation for the War Department and all activities connected with ports of embarkation and debarkation. The actual administration of business pertaining to War Department traffic was handled by the Transportation Service. Brig. Gen. Frank T. Hines, chief.

TRANSPORTATION, BUREAU OF; WAR TRADE BOARD.

Under the general rules of the War Trade Board governing the granting of licenses for bunker fuel, port, sea, and ships' stores and supplies, all vessels, irrespective of their nationality, leaving ports

of the United States or its possessions were required to secure licenses for all such supplies. The Bureau of Transportation was the agency through which these licenses were issued. It maintained special agents at certain of the larger ports to handle applications for licenses, this duty being performed by collectors of customs in places where there were no special agents. This system of licensing achieved the following results: (1) It enabled the board to secure accurate and detailed information concerning all vessels sailing from United States ports; (2) it served to regulate the kind and quantity of fuel and ships' stores used, and insured their conservation; (3) it insured the observance of the rules and regulations of the War Trade Board by refusing to issue licenses for stores to those vessels which violated the regulations. Thus indirectly the board was enabled to govern both the voyage and the cargo of every vessel sailing from a United States port. After the signing of the armistice certain relaxations in the general regulations were permitted. L. L. Richards, chairman.

TRANSPORTATION COMMITTEE, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Organized to handle the operation of vessels under the United States Shipping Board Emergency Fleet Corporation. It was later designated as the Committee of Operations and was authorized to organize a Transportation Department and to employ agents. With the increasing importance of this phase of the Shipping Board's work and the expansion and reorganization of some of its branches, the Transportation Division developed into the Division of Operations, which was formally organized on September 29, 1917, by the trustees of the Emergency Fleet Corporation.

TRANSPORTATION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized in July, 1917, with Edward Chambers as chief. This division worked to secure for food distribution the highest possible efficiency, to minimize wastage due to delays in transportation, to guard against shortage in large cities, and to facilitate movement for export. On February 26, 1918, C. E. Spens was made inland traffic manager, and the division became a branch of the United States Railroad Administration. The division cooperated with the Car Service Commission in securing priority for transportation of foodstuffs to the Middle West and tin plate for the Alaska salmon packers. It also had supervision of the arrangements for inland transportation of foodstuffs for the allies; and all applications for shipment of foodstuffs and collateral commodities. District managers were maintained at New York, Chicago, and Atlanta, and representatives in other cities.

TRANSPORTATION DIVISION, BUREAU OF INDUSTRIAL HOUSING AND TRANSPORTATION, UNITED STATES HOUSING CORPORATION, DEPARTMENT OF LABOR.

The function of this division was to secure all available housing in and about a congested district by improving and extending train, electric railway, and ferry service. It installed special train and electric service, rearranged existing schedules to enable workers to

reach plants, and, when necessary, financed electric railway extensions and additions. The United States Railroad Administration granted a low rate, and, in certain cases, the United States Housing Corporation granted a lower rate, and absorbed the differential. Money was loaned to transportation companies, where necessary, at 5 per cent; in most cases the Government agreeing to bear the excess over cost, to be determined some time within three years after the declaration of peace. Gardner F. Wells, manager until December 31, 1918, succeeded by W. A. Mellen.

TRANSPORTATION DIVISION, QUARTERMASTER GENERAL.

Established prior to outbreak of war. The Transportation Division functioned through the following subordinate branches: Land Transport, Miscellaneous, Water Transport, and Remount. The division was abolished June 15, 1918. Col. R. J. Burt, chief.

TRANSPORTATION, DIVISION OF; UNITED STATES RAILROAD ADMINISTRATION.

See *Operation, Division of; United States Railroad Administration.*

TRANSPORTATION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

The Transportation Division came into being at the time when the Nation's railways were handicapped by the sudden burden caused by the entry of the United States into the war. It was organized along the same lines as the Traffic Department of any large corporation and was charged with keeping things moving for the Emergency Fleet Corporation shipbuilding program through the following program of functions: (1) Supply of cars for trains of shipbuilding materials, (2) expediting the movement of materials already loaded, (3) checking freight bills in which the corporation had an interest, (4) quotation of freight and express rates for various departments, (5) collection of loss and damage claims, as well as overcharge. It had an Inland Traffic Section, which functioned in cooperation with the Railroad Administration in handling the traffic and transportation of the corporation. On June 12, 1918, the division was consolidated with the Purchasing and Production Divisions into the Supply Division and became a department of that division July 16, 1918. It later became a branch of the Distribution and Warehouse Section, and still later a branch of the Material Section of the same division. F. C. Joubert, manager of the division, remained chief of the branch.

TRANSPORTATION DIVISION, WAR INDUSTRIES BOARD.

See *Inland Traffic Section, War Industries Board.*

TRANSPORTATION SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Created January 30, 1918, to conduct all negotiations with the Director of Inland Traffic and all transportation bodies, either civilian or official, for the Production Division. Maj. E. B. Johns, chief.

TRANSPORTATION SERVICE, WAR DEPARTMENT.

See *Inland Traffic Service, War Department.*

TRANSPORTATION EQUIPAGE BRANCH, SUPPLIES AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Formed January 26, 1918, under the Supplies and Equipment Division, to recommend specifications for and procurement of animal-drawn vehicles. It was abolished April 16, 1918, upon reorganization of the office of the Quartermaster General.

TRANSPORTATION AND COMMUNICATION, COMMITTEE ON; ADVISORY COMMISSION, COUNCIL OF NATIONAL DEFENSE.

Organized "to supervise and direct investigations and make recommendations to the President and heads of executive departments as to the location of railroads with reference to the frontier of the United States, so as to render possible expeditious concentration of troops and supplies to points of defense, the coordination of military, industrial, and commercial purposes in the location of extensive highways and branch line railroads; the utilization of waterways." The most important single achievement of the committee was the initiation of the movement toward the organization of the railroads for war purposes. The Special Committee on National Defense of the American Railway Association had already been organized pursuant to resolutions adopted on February 16, 1917, but on April 7 the Council of National Defense adopted a resolution calling upon the chairman of the Committee on Transportation and Communication to call upon the railroads to adopt measures to secure the greatest possible expedition in the movement of freight. At the meeting of railroad executives held in Washington on April 11 steps were taken to coordinate the operation of the railroads under the supervision of the executive committee of five of the Special Committee on National Defense, American Railway Association. The executive committee came to be known as the Railroads' War Board. The Cooperative Committee on Transportation and Communication ceased to function after the President assumed control of the railroads. The committee included at one time or another the cooperative committees on Telegraphs and Telephones, Railroad Transportation, Electric Railroad Transportation, Inland Water Transportation, Locomotives, and Cars. Daniel Willard, chairman in November, 1917.

TRANSPORTATION AND TELEGRAPH BRANCH, CENTRAL DISBURSING DIVISION, QUARTERMASTER GENERAL.

Established June 12, 1918, for the purpose of handling all matters pertaining to the settlement of transportation, telegraph, and cable accounts. On October 21, 1918, the Central Disbursing Division, to which the branch reported, was transferred to the Office of the Director of Finance. Maj. T. F. Powell, chief.

TRAVELERS' AID SOCIETY.

A nonsectarian, noncommercial, protective organization to safeguard travelers, particularly women and girls, rendering all services

free. It had a distinct field before the war began, but enlarged and intensified its work in or near war camp centers and cooperated with agencies which helped war workers to find employment and housing. Gilbert Colgate, president.

TREASURER OF THE UNITED STATES.

An official of the Treasury Department, charged with the custody and disbursement of all public moneys. He is redemption agent for national bank, Federal reserve bank, and United States currency, trustee for bonds used as security for note issue and deposits of Government funds, and fiscal agent for the payment of principal and interest on the public debt. The Treasurer's functions were extended during the war to include the custody of funds of the Emergency Fleet Corporation, the United States Housing Corporation, and the War Finance Corporation, and the safekeeping of securities deposited by various executive departments and agencies of the Government. The Treasurer during the period of the war was John Burke.

TREASURY DEPARTMENT.

One of the executive departments of the Federal Government, under the control of a cabinet officer, the Secretary of the Treasury, charged with the administration of all financial operations of the Government. The secretary, responsible only to the President and to Congress, manages the national finances, supervises all fiscal operations, prepares plans for securing revenues and issuing credit, controls tax collections, disbursements, customs, and coinage, and enforces governmental regulation of banking. The war placed upon the secretary the responsibility for finding new sources of revenue, devising improved methods of taxation, interpreting and administering the new revenue laws, and determining, within the limits set by Congress, the management of new revenues, the procedure in extending credit to the allies, the dates, terms, and amounts of Liberty loans, and the methods of marketing Liberty loans, treasury certificates, and war savings stamps. In connection with these duties the Secretary was instrumental in securing the passage by Congress of the many important measures that determined financial policy and established financial institutions. By direct control or membership in the governing bodies, he has been the chief agency in the war-time control of banking, credit, foreign exchange, precious metals, agricultural credit, and Government insurance. He organized and directed new treasury branches, chief of which were the War Risk Insurance Bureau, the War Loan Organization, and the Foreign Loan Bureau. The increase of departmental activities necessitated reorganization and expansion of the department. The department personnel was increased very greatly. The number of assistant secretaries was increased by act of Congress. The war-time assistant secretaries were as follows: O. T. Crosby, United States Finance Commissioner and United States representative on the Inter-Ally Council; R. C. Leffingwell, in charge of fiscal bureaus; T. B. Love, in charge of the bureaus of Internal Revenue and War Risk Insurance; J. H. Moyle, in charge of public buildings and miscel-

laneous; Albert Rathbone, in charge of the Foreign Loan Bureau, and L. S. Rowe, in charge of customs. The secretary, in addition to his treasury functions proper, served as chairman of the Federal Reserve Board, chairman of the Federal Farm Loan Board, chairman of the board of the War Finance Corporation, and president of the executive council of the International High Commission. During the period of hostilities William G. McAdoo was Secretary of the Treasury. He was also director general of the United States Railroad Administration. As Secertary of the Treasury he was succeeded on December 16, 1918, by Carter Glass.

TREASURY DEPARTMENT, AUDITOR FOR THE.

The office of auditor for the Treasury Department is one of the six branches of the Treasury Department which audit the accounts of one or more of the executive departments of the Government. The auditor of the Treasury receives and settles all the accounts and claims of the Treasury Department. The war-time incumbent was Samuel Patterson.

TRENCH WARFARE SECTION, PROCUREMENT DIVISION, ORDNANCE DEPARTMENT.

Established in January, 1918. Prior to the reorganization of the Ordnance Department the duties of this section were performed by the Trench Warfare Branch of the Design Section, Gun Division. The new Trench Warfare Section handled all negotiations involved in the purchase of trench-warfare material, including such articles as trench mortars, grenades, flame projectors, signal rockets, etc. After the creation of the Chemical Warfare Service in June, 1918, the section also supervised the procurement of the material required by that service. Under the organization of the section, certain officers were designated as negotiators for certain specified articles. Maj. A. W. Fairchild was section head from January 15 to May 6, 1918. He was succeeded on May 9 by Capt. E. G. Wilmer, who was in turn followed on October 29 by Capt. Ogden Minton.

TRENCH WARFARE MATERIAL, PYROTECHNICS, AND DROP-BOMB PROGRAMS, BOARD OF OFFICERS TO REVIEW; ORDNANCE DEPARTMENT.

This board was appointed July 3, 1918, to review the entire trench warfare, pyrotechnics, and drop-bomb programs, and to submit recommendations as to requirements, procurement, inspection, and production for the approval of the acting chief of ordnance. The board originally consisted of six members, being later increased to eight. It was dissolved December 6, 1918.

TROOP MOVEMENT SECTION, DIVISION OF OPERATION, UNITED STATES RAILROAD ADMINISTRATION.

This section was the outgrowth of the Committee on Cooperation with the military authorities of the American Railway Association organized in May, 1918. Under the management of George Hodges, chairman of the Committee on Relations between Railroads of the American Railway Association, the organization worked in close cooperation with the General Staff of the United States Army, supervising and arranging movements of troops and their impedimenta, and the transportation of the drafted men to the cantonments. It

was taken over by the United States Railroad Administration in May, 1918, when it became known as the Troop Movement Section of the Division of Operation. Under authority of the Director General, it also assumed control of the passenger equipment of the Federal controlled roads. Besides the central office, located in Washington, D. C., there were six department general agents located at the six military department headquarters, and fifty-four camp general agents located at the various camps throughout the country. A representative was also detailed to the office of each State governor, or adjutant general, to assist in handling the draft quotas. In addition there was on each railroad an authorized official to whom all directions as to troop and other movements were transmitted and who made himself responsible for their proper transportation.

TRUCK SECTION, PRODUCTION DIVISION, ORDNANCE DEPARTMENT.

Organized May 18, 1918, to have charge of the responsibility for production of ordnance vehicles of the automobile type, trailer vehicles, combat tanks, self-propelled caterpillar artillery, artillery tractors, and heavy artillery mobile repairs shops. This section was passed into the Tank Division, August 28, 1918. Lieut. Col. G. K. Hooper, chief.

TRUNKS AND TRAVELING GOODS WAR SERVICE COMMITTEE.

Created to represent the manufacturers of trunks and traveling goods before the Government during the war emergency. It cooperated with the Conservation Division of the War Industries Board in a schedule for conservation in the traveling goods industry issued by that division in August, 1918. Nathan Goldsmith, chairman.

TUBERCULOSIS ERADICATION DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division, established May 1, 1917. Its work was that of controlling tuberculosis in live stock. At the request of the Surgeon General it aided the War Department in testing cattle supplying milk to the various Army camps. J. A. Kiernan, chief.

TUBULAR PLUMBING GOODS WAR SERVICE COMMITTEE.

Organized at the request of the Hardware and Hand Tool Section of the War Industries Board to represent the industry before that section and the Priorities Board. W. W. Bowers, chairman.

TUBULAR PRODUCTS, SUBCOMMITTEE ON; AMERICAN IRON AND STEEL INSTITUTE.

Continued the work of the same subcommittee of the Committee on Steel and Steel Products of the Council of National Defense. The committee distributed orders for pipe for the Emergency Fleet Corporation, for new pipe lines for use in France, and for all tubular products when needed. James A. Campbell, chairman.

TUBULAR PRODUCTS, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized May 24, 1918, by the Committee on Steel and Steel Products. The committee furnished pipe for cantonments and hos-

pitals and assisted in the procurement of all tubular products for Government use. When the committees of the Council of National Defense were disbanded in the fall of 1917, the committee was continued by the American Iron and Steel Institute with the same personnel and functions. James A. Campbell, chairman.

TUG AND LIGHTER DEPARTMENT, DIVISION OF OPERATIONS, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

Worked in conjunction with the Shipping Control Committee, directing all matters pertaining to tugs, lighters, barges, and other harbor equipment. W. B. Keene in charge.

TYPEWRITER MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized August 1, 1918, by the United States Chamber of Commerce. The Government orders for typewriters were distributed through the Priorities Division of the War Industries Board. The committee was able to effect considerable saving through the elimination of all accessories not essential to the operation of the machines and through the reduction of the size and weight of packing boxes. John T. Underwood, chairman.

UNDERWEAR WAR SERVICE COMMITTEE.

The committee held meetings to offer suggestions to the Knit Goods Section of the War Industries Board, and to aid contractors who were experiencing difficulties. The committee took up the matter of cancellation of contracts and decided to continue its organization during the period of reconstruction. Andrew Frey, chairman.

UNITED STATES WAR INDUSTRIES BOARD.

A title used by the board in its correspondence and dealings outside the United States.

See *War Industries Board.*

UPPER AND HARNESS, BAG AND STRAP LEATHER SECTION, HIDES, LEATHER, AND LEATHER GOODS DIVISION, WAR INDUSTRIES BOARD.

Consolidated October 1, 1918, at the time of the transfer to the War Industries Board from the Quartermaster Corps of its two sections, Upper Leather with Fred A. Vogel, chief, and Harness, Bag, and Strap Leather with Maj. Joseph C. Byron, chief. Systems of supervising manufacture and of gathering statistics were inaugurated by the section. It, together with trade representatives, recommended maximum prices on upper leather to the Price Fixing Committee, but the armistice was signed before the prices were announced. Maximum prices were fixed June 25, 1918, on the various grades of black harness leather (discontinued Dec. 1, 1918); but although there was considerable shortage in russet harness, bag, and strap leather, the investigation by the Federal Trade Commission was not yet complete at the time of the armistice. The section was discontinued December 31, 1918. Fred A. Vogel, in charge, succeeded November 1, 1918, by W. B. Eisendrath.

VACUUM CLEANERS WAR SERVICE COMMITTEE.

Organized June 20, 1918, with H. W. Hoover as chairman, to represent the manufacturers of vacuum cleaners.

VARNISH GUM IMPORTERS' WAR SERVICE COMMITTEE.

Organized October 10, 1918, with S. H. Gillespie as chairman. The committee worked with the Paint and Pigment Section of the War Industries Board and the Bureau of Imports, War Trade Board, and assisted in the allocation of raw materials.

VARNISH WAR SERVICE COMMITTEE.

Organized December, 1917, by the National Varnish Manufacturers' Association. The committee conferred with the Commercial Economy Board and the United States Fuel Administration to conserve tin plate and fuel. The committee outlined a program to meet war conditions and to effect a saving in the quantity of colors, pigments, and other materials used by the industry. The industry was represented on the War Conference Committee on Paint, Varnish, and Allied Trades, which presented claims for priority to the War Industries Board in September, 1918. Arthur Davis, chairman.

VEGETABLE DYE AND ANALINE SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

See *Artificial Dyes and Intermediates Section, War Industries Board.*

VEHICLE AND HARNESS BRANCH, DOMESTIC DISTRIBUTION DIVISION, DIRECTOR OF STORAGE, PURCHASE AND STORAGE.

Transferred from Harness Division September 1, 1918, to distribute all animal-drawn vehicles and harness for the Army, filling both domestic and oversea requisitions. Lieut. Robert Emerson, chief.

VEHICLE, IMPLEMENT, AND WOOD PRODUCTS SECTION, FINISHED PRODUCTS DIVISION, WAR INDUSTRIES BOARD.

See *Agricultural Implements, Vehicles, and Wood Products Section, War Industries Board.*

VEHICLES, SUBCOMMITTEE ON ARMY; GENERAL MUNITIONS BOARD, COUNCIL OF NATIONAL DEFENSE.

Appointed in April, 1917, to insure the quickest possible production of Army wagons. Meetings of the wagon industry were held and the requirements were distributed to various manufacturers. When the committees of the Council of National Defense were disbanded, this committee continued as a subcommittee of the National Implement and Vehicle Association. William Butterworth, chairman.

VEHICLES AND HARNESS BRANCH, SUPPLIES AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Formed April 16, 1918, abolished May 28, and reestablished as the Vehicles and Harness Division. Col. W. S. Wood, chief.

VEHICLES AND HARNESS DIVISION, QUARTERMASTER GENERAL.

Established May 18, 1918, its duty being the procurement of vehicles and harness. It functioned through the Harness, Vehicles, and Administrative Branches. The division lost its identity upon the organization of the Office of the Director of Purchase and Storage, the duties pertaining to the procurement of harness being transferred to the Leather and Rubber Branch, Clothing and Equipage Division, Office of the Director of Purchase, while those pertaining to the procurement of vehicles were transferred to the Motors and Vehicles Division, Office of the Director of Purchase. Col. W. S. Wood, in charge, succeeded by Col. G. M. K. Williamson.

VEHICLES AND LEATHER EQUIPMENT BRANCH, REMOUNT DIVISION, QUARTERMASTER GENERAL.

This branch had charge of the purchase, issue, manufacture, and inspection of all animal-drawn vehicles, spare parts and accessories, harness, harness parts, leather, and miscellaneous equipment for animals and vehicles. On February 13, 1918, the branch was transferred to the Supply and Equipment Division, Quartermaster General. Capt. J. M. Barr was in charge of the branch.

VENEER AND PANEL INDUSTRY WAR SERVICE COMMITTEE.

Organized December 11, 1917, at a meeting of the National Veneer and Panel Manufacturers' Association. Assistance was given to the Government laboratories testing veneer, and plywood and aircraft manufacturers were put in touch with veneer makers. The services of this committee were not used by the Government to a great extent, and the committee disbanded June 20, 1918. Benjamin Lord, chairman.

VENEREAL DISEASES, COMMITTEE FOR CIVILIAN COOPERATION IN COMBATING; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Begun as a subcommittee of the Committee on Hygiene and Sanitation, and erected later into a full committee of the board. Its work was along the line of developing public opinion favorable to the social hygiene program, and was done through joint conferences, advertisers, and press associations, State boards of health, pharmacy boards, and local officials. Lectures were given in practically all the States, which organized bureaus to disseminate information and forward a campaign. Dr. William F. Snow, chairman.

VETERINARY DIVISION, SURGEON GENERAL'S OFFICE.

This division owed its origin as an administrative unit to no specific order but developed gradually after the outbreak of war. Its function was the administration of the Veterinary Corps of the United States Army. Maj. G. E. Griffin, Veterinary Corps, in charge, February 3 to November 28, 1917; Lieut. Col. R. B. Miller, acting director, November 28, 1917, to June 21, 1918; Lieut. Col. C. T. Morse, director throughout the remainder of the period of hostilities.

VIRUS-SERUM CONTROL, OFFICE OF; BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division, organized February 17, 1917. It had charge of the supervision of veterinary biological products, such as hog-cholera serum, and gave special attention to the supervision of biological products from abroad so that the virus of an infectious disease, such as foot-and-mouth disease, was not introduced into this country either intentionally or by accident through contamination of biological products imported into the United States. H. J. Shore, in charge.

VISITING WAR MISSIONS.

Seven missions from the allies visited the United States upon official invitation, touring the United States in the interest of allied friendship. In addition to their official diplomatic character, they exercised unofficial influence upon the establishment of commercial missions or arrangements. The missions were: Belgium, Baron Ludouic Moncheur, head, arrived June 16, 1917; France, M. Rene Viviani, head, arrived April 25, 1917; Great Britain, Right Hon. Arthur James Balfour, M. P. O. M., head, arrived June 21, 1917; Italy, H. P. H. Prince Ferdinand of Savoy, Prince of Udine, head, arrived May 23, 1917; Japan, Viscount Kikujiro Ishii, head, arrived August 13, 1917; Russia, Prof. Boris Bakhmeteff, head, arrived June 15, 1917; Serbia, Dr. Milenko Vesnitch, head, arrived December 20, 1917.

VITRIFIED SALT-GLAZE CLAY SEWER PIPE WAR SERVICE COMMITTEE.

Organized in August, 1918, in the Building Materials Section of the War Industries Board to represent the manufacturers of vitrified salt-glazed clay sewer pipe, vitrified salt-glazed wall coping, and fire clay flue lining. W. S. Dickey, chairman.

VOCATIONAL EDUCATION, FEDERAL BOARD FOR.

A permanent board created by act of Congress of February 23, 1917. It comprises four ex officio members—the Secretaries of Agriculture, of Commerce, and of Labor, and the Commissioner of Education, and three members appointed by the President—one to represent labor, one to represent agriculture, and one to represent manufacturing and commerce. The duty of the board is to promote, through Federal appropriations and in cooperation with legally appointed State Boards for Vocational Education, the development of home economics, agricultural, trade and industrial, and commercial education for boys and girls over 14 years of age and of less than college grade. The war work of the board was especially directed to two problems with which it was particularly well qualified to deal, namely, the mechanical and technical training of conscripted men, and the reeducation of wounded soldiers, sailors, and marines. Shortly after our entrance into the war a call was made by the board on State Boards for Vocational Education throughout the country for the establishment of evening industrial classes in which conscripted men would be trained to meet the demands of Army occu-

pations before entering the service and in which those employed in essential war industries might secure further training. On November 9, 1917, the board authorized the director to secure the assistance needed for developing courses of study and for making the necessary administrative arrangements with the War Department and with State Boards for Vocational Education for the furtherance of this purpose. One year later over 35,000 men had been enrolled in war training classes. For the training of conscripted men nine bulletins were prepared and approved by the Army. Two hundred thousand of these were issued. The board prepared for the Secretary of War a memorandum embodying a plan for the training of mechanics and technicians for war purposes in the public and private schools and colleges of the country and through day and evening classes. Upon the creation within the War Department of the Committee on Education and Special Training the Federal board cooperated with that committee. The board also cooperated with the Office of the Provost Marshal General in an analysis of occupations for use in special draft requisitions. At the request of the United States Shipping Board a bulletin on emergency training in shipbuilding was prepared. Dr. C. A. Prosser, director.

See *Vocational Rehabilitation, Division of.*

VOCATIONAL REHABILITATION, DIVISION OF; FEDERAL BOARD FOR VOCATIONAL EDUCATION.

Created to carry out the new duties delegated to the Federal Board for Vocational Education by the Vocational Rehabilitation or Smith-Sears Act approved June 27, 1918. This act delegated to the board the duty of placing back in industry all soldiers, sailors, and marines entitled to compensation under the war-risk insurance act and of providing at Government expense training or retraining for all such persons not able otherwise to resume their former occupations or get some new occupation providing adequate support. More specifically its main duties were: (1) Advisement, to find out what the disabled man wants to train for and to guide him into that vocation best suited to his capabilities; (2) training, better to fit him for his selected trade or profession; (3) placement, to place him where he is employed on account of his proficiency and not because of disability. The work of the Vocational Rehabilitation Division was centralized in a comprehensive general staff at Washington and was carried on in the field through 14 different district offices and 7 suboffices covering the entire United States. Through this organization, which had agents in every Army and Navy hospital and discharge point and also in the field, the Federal Board endeavored to get in personal touch with every disabled soldier, sailor, or marine, to inform him of the Government's attitude toward him, to ascertain his fitness for immediate placement, or his need for training, and, in cooperation with the War Risk Insurance Bureau, to provide for the financial support of all compensable men needing training, as well as for their dependents, during the period of study. Dr. J. A. Chandler, chief.

VOLUNTEER MEDICAL SERVICE CORPS, CENTRAL GOVERNING BOARD OF; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

Formation approved January 13, 1918, as a special committee to organize a body through which the services of physicians ineligible

for the Medical Reserve Corps on account of age (55), physical disability, or civil or institutional needs, and women physicians might be utilized by the Government. The services of the members of the corps were rendered to existing governmental agencies upon request of Army, Navy, Public Health Service, and American Red Cross. Dr. Edward P. Davis, president.

VULCANIZED AND HARD FIBER WAR SERVICE COMMITTEE.

Organized in August, 1918, by the Jute, Hemp, and Cordage Section of the War Industries Board. C. G. Rupert, chairman.

WAGES AND HOURS, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after formation of Committee on Labor in April, 1917. It was composed of about 30 members representing wage earners and employers, appointed by Samuel Gompers, chairman of the Committee on Labor. Through conferences attended by members of its executive committee it assisted in incorporating proper standards for wages and hours in Government contracts. It became inactive upon the formation of the War Labor Administration in the Department of Labor in the spring and summer of 1918. Frank Morrison, chairman.

WAGES AND HOURS OF LABOR BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in August, 1918. It handled the relations of the Ordnance Department with trade unions and endeavored to prevent disputes by eliminating the cause of trouble. It received requests for changes in hours and rates of pay of workmen engaged in the production of ordnance supplies and prepared recommendations for the approval of representatives of the Secretary of War and took steps necessary to carry the awards of labor boards into effect. This branch took over the functions that had been performed by Mediation Branch before the latter was abolished. Maj. James Tole, chief.

WAGON AND VEHICLE SUBCOMMITTEE, FARM IMPLEMENTS COMMITTEE, NATIONAL IMPLEMENT AND VEHICLE ASSOCIATION.

The first war service committee of which there is any record operating with the different departments of the Government as a representative of an entire industry. It was an advisory committee to the Council of National Defense until September, 1917, and until its discharge by the association September 1, 1918, aided various sections of the War Department whenever requested to do so. William Butterworth, E. E. Parsonage, and R. U. Board successively acted as chairman.

WALL PAPER MANUFACTURERS' WAR SERVICE COMMITTEE.

Created to represent the manufacturers of wall paper before the Pulp and Paper Section of the War Industries Board. On July 25, 1918, the committee in conference with the War Industries Board formed a plan for the conservation of paper by curtailing the operations in factories. Henry Burn, chairman.

WAR BOARD FOR THE PORT OF NEW YORK.

The War Board for the Port of New York was created November 3, 1917, including in its membership the Secretaries of War, of the Treasury, of the Navy, of Commerce, and of Labor, together with the Chairman of the United States Shipping Board, the mayor of the city of New York, the New York-New Jersey Port and Harbor Development Commission, and representatives of the railroads. William G. McAdoo, Secretary of the Treasury, was originally appointed chairman, but after assuming his duties as director general of Railways, he resigned and was succeeded by Edward N. Hurley, chairman of the United States Shipping Board. Irving T. Bush, of the Bush Terminal Co. of South Brooklyn, was appointed chief executive officer for the War Board. It was the purpose of the board to utilize as efficiently as possible the entire facilities of the port of New York, including railroad terminals, piers, warehouses, lighters, etc., with the idea of speeding up the loading and turn about of ships carrying troops and supplies abroad. In addition to his duties as chief executive officer, Mr. Bush was, on January 30, 1918, made chief of embarkation for the port of New York, which gave him more effective control over the port facilities under his supervision.

WAR CABINET.

An informal body, meeting at the call of the President, March 20, 1918, and thereafter regularly. It included the chairmen of the War Trade, War Industries, and United States Shipping Boards, the United States Fuel Administrator and the United States Food Administrator, and the Director General of Railroads. Its inauguration was nearly coincident with the reorganization of the War Industries Board, the establishment of the supreme military command under Marshal Foch, and the erection of the Inter-Allied Food, Fuel, and Maritime Transport Councils.

WAR COMMITTEE, CHAMBER OF COMMERCE, UNITED STATES.

See *War Service Executive Committee, Chamber of Commerce of the United States*, and *Committee on Cooperation with the Council of National Defense.*

WAR COUNCIL.

The War Council was created by order of the Secretary of War on December 20, 1917. It originally included the folowing: The Secretary of War and the Assistant Secretary of War as members ex officio; Gen. Tasker H. Bliss, as chief of staff; Maj. Gen. Henry G. Sharpe, quartermaster general; Maj. Gen. William Crozier, chief of ordnance; Maj. Gen. Erasmus M. Weaver, chief of coast artillery; and Maj. Gen. Enoch H. Crowder, judge advocate general. The following were later appointed to the council on the dates indicated: Col. Palmer E. Pierce, G. S., December 28, 1917; Charles Day, assistant to the chairman of the Shipping Board, January 7, 1918; and Maj. Gen. George W. Goethals, acting quartermaster general; and Edward R. Stettinius, surveyor general of purchases and supplies, March 11,

1918. Gen. Peyton C. March, upon his appointment as chief of staff on May 20, 1918, thereby automatically became a member of the council. Maj. Gen. Henry G. Sharpe was relieved on June 3, 1918. It was the duty of the War Council to oversee and coordinate all matters of supply pertaining to the armies in the field and the military relations between these armies and the War Department, to initiate for consideration plans for the more effective use of the military power of the nation, and to consider and make recommendations concerning all matters referred to it by the Secretary of War or the Chief of Staff. Meetings of the council were presided over by the Secretary of War, or, in his absence, by the Assistant Secretary of War or Chief of Staff. The council was dissolved on July 8, 1918.

WAR COUNCIL, AMERICAN NATIONAL RED CROSS.

Appointed by President Wilson May 10, 1917, to direct the war activities of the organization, and corodinate the functions of the Red Cross, so that the objects of the organization might be fully carried out. Henry P. Davison, chairman.

WAR COUNCIL OF THE NATIONAL WHOLESALE GROCERS' ASSOCIATION OF THE UNITED STATES.

Created to cooperate with the United States Food Administration in its conservation program by enlisting the hearty support of the wholesale grocers of the Nation, stabilizing the food markets, and working for the distribution of food products to the consumer at the lowest prices possible. Samuel B. Steele, chairman.

WAR CAMP COMMUNITY SERVICE.

The Commission on Training Camp Activities on May 5, 1917, requested the Playground and Recreation Association of America to be responsible for the work of stimulating and aiding communities in the neighborhood of training camps, to develop and organize their social and recreational resources in such a manner as to be of the greatest possible value to the officers and soldiers in the camps. This work was organized under the name War Camp Community Service. The service was responsible for organizing the social and recreational life of the camp cities for the benefit of the soldiers in their free time. It worked through existing agencies, inaugurating activities only where no other group was equipped to do the work. Soldiers' and sailors' clubs were established, entertainments were arranged through community groups, canteens, and dormitories were maintained, home hospitality was stimulated, and when requested it arranged dances and entertainments inside the camps. During the mobilization period the War Camp Community Service helped in problems of employment, in the welcoming back of men, and in their assimilation into their communities. In March, 1919, 615 cities were organized for service and 2,700 workers were engaged in the work. Up to November, 1918, $4,000,000 had been spent and the budget to December 31, 1919, involved an expenditure of $18,000,000. Joseph Lee was president of the Playground and Recreation Association of America as well as of the War Camp Community Service. The War Camp Community Service was incorporated in November, 1918, and Joseph Lee was reelected president.

WAR CONTRACTS SECTION, PLANNING AND STATISTICS DIVISION, WAR INDUSTRIES BOARD.

Formed August 17, 1917, with Lieut. Col. L. P. Ayres, chief, to collect information on war contracts and deliveries. It began to issue bulletins on February 2, 1918. The transfer of part of the personnel to the Statistical Division, General Staff, in April, 1918, and the establishment in August of a statistical office in the Purchase, Storage and Traffic Division kept a solution of the problem in hand from completion. The chief resigned September 15, 1918, and the work of the section was practically suspended. A special committee was later appointed, and the first step to the installation of a different system had been taken when the armistice came. Mills E. Case, chief.

WAR CREDITS BOARD, WAR DEPARTMENT.

A board of three members, created by the Secretary of War, November 20, 1917, to make advances of funds to contractors supplying War Department material. The urgent deficiencies act of October 6, 1917, authorized the Secretary of War and the Secretary of the Navy to make advances to contractors to the extent of thirty per cent of the amounts payable under the contracts. The Secretary of War delegated his authority to the War Credits Board. It was the board's function to consider applications, arrange all terms of the advances, and authorize the procuring bureau to advance the amounts approved. The procedure involved application to the procuring bureau, forwarding of the application by the bureau to the board, arrangement of all terms, and certification of approval by the board, and advancing of the funds by the procuring bureau. Repayment was effected through the delivery of the goods contracted for. The general policy of the board was to approve advances only in cases where the contractor was unable to secure funds from private sources, to assist the contractor in securing loans from private agencies, to adjust rates of interest to the market conditions in the contractor's locality, and to require the highest character of security for advances. From the date of organization to May, 1919, the board authorized advances aggregating approximately $269,000,000. The advances made approximated $248,000,000, of which $163,000,000 has been repaid. As originally consituted the membership of the board was as follows: Col. Samuel McRoberts, chairman, Lieut. Col. M. W. Thompson, and Lieut. Col. Edward Clifford. On the retirement of Colonel McRoberts, Lieut. Col. Thompson became chairman and Lieut. Col. C. E. Warren was appointed to the board. Lieut. Col. Clifford was succeeded by F. P. Neal, and Mr. Neal was later succeeded by A. W. Russell. Lieut. Col. Warren and Mr. Russell were later succeeded by Maj. A. F. La Frenz and Maj. C. P. Runyan.

WAR DEPARTMENT.

An executive department under the Secretary of War in charge of the military establishment of the United States. The department has also certain functions of a nonmilitary nature. It has charge of the improvement of rivers and harbors and of matters arising under the laws for the protection and preservation of navigable waters. It has supervision of the government of the Philippine Islands and Porto Rico and of the government, construction, and operation of the Panama Canal. At the time of the entrance of the United States

into the war the central organization of the War Department consisted of various operating bureaus and of a General Staff Corps under the Chief of Staff, who served as the immediate adviser of the Secretary of War on all matters relating to the military establishment, and had supervisory and coordinating duties over the troops of the line and of the special staff and supply bureaus. The Chief of Coast Artillery, also by law a member of the General Staff Corps, exercised supervisory functions over the Coast Artillery. The military bureaus were as follows: The Offices of the Adjutant General, Inspector General, and Judge Advocate General, the Militia Bureau, the Bureau of Insular Affairs, and the Offices of the Quartermaster General, Chief of Ordnance, Surgeon General, Chief of Engineers, and Chief Signal Officer. The last five bureaus, sometimes spoken of as the supply bureaus, were charged with the procurement of supplies for the Army and were thus the most important agencies of the War Department from the viewpoint of economic mobilization. The enormous expansion of the military establishment and the rapid developments in military science during the war necessitated considerable modification of the prewar organization of the department and the formation of several new services. On May 18, 1918, the selective service act providing for the raising of an army by conscription was passed. On May 22, 1918, Maj. Gen. Enoch H. Crowder was appointed Provost Marshal General and charged with the execution of this act. Early in the war it was recognized that a better coordination of the functions of the supply bureaus was desirable. The first important step toward the accomplishment of this end was the creation on December 20, 1917, of the War Council with overseeing and coordinating functions. Further successive steps in the same direction were the creation in the General Staff of new services specifically charged with supervision over supplies. General Orders, No. 167, dated December 28, 1917, created a Director of Storage and Traffic to enable the Chief of Staff to exercise effectually his supervisory and coordinating powers in respect to the movement and storage of supplies and the movement of troops. General Orders, No. 5, dated January 11, 1918, created the Director of Purchase with similar functions with respect to the procurement of materials. General Orders, No. 14, dated February 9, 1918, reorganized the General Staff into five divisions, namely: Executive, War Plans, Army Operations, Storage and Traffic, and Purchase and Supply, the last two corresponding to the services created by General Orders, Nos. 167 and 5. General Orders, No. 36, dated April 16, 1918, created the Purchase, Storage and Traffic Division of the General Staff through the consolidation of the Purchase and Supply, and the Storage and Traffic Divisions. General Orders, No. 80, dated August 26, 1918, showed the organization which finally developed in the General Staff during the war period. Four divisions were created, Military Intelligence, War Plans, Army Operations, and Purchase, Storage and Traffic, the latter division maintaining its previous supervisory and coordinating functions in regard to supplies. In the course of the war comprehensive changes took place in the internal organization of the supply bureaus, new agencies charged with the duty of supply were created, and various transfers of functions between bureaus were

effected. The formation of new organizations in the War Department alongside of or in place of the pre-war bureaus was the result of the development of new methods of warfare, the splitting off of greatly expanded sections of the old bureaus to form separate units, and the attempt to bring about the consolidation of supply functions. Following is a list of the new supply services formed in the department with the dates of their creation: Embarkation Service, August 4, 1917; Construction Division, March 13, 1918; Bureau of Aircraft Production, May 20, 1918; Chemical Warfare Service, June 25, 1918; Inland Traffic Service, August 1, 1918; Motor Transport Corps, August 15, 1918; Purchase and Storage Service, September 12, 1918; Finance Service, October 11, 1918; Real Estate Service, April 1, 1919. In August, 1918, the Bureau of Aircraft Production was combined with the Department of Military Aeronautics to form the Air Service. On March 11, 1919, the Embarkation Service and the Inland Traffic Service were consolidated into the Transportation Service. During the war the number of Assistant Secretaries of War was increased from one to three. On April 11, 1918, Edward R. Stettinius was appointed Second Assistant Secretary to have charge of all questions of purchase and supply for all bureaus of the department. On April 19, 1918, Frederick P. Keppel was appointed Third Assistant Secretary to have charge of all matters affecting the nonmilitary life of the soldier, such as the relations of the Army with the Young Men's Christian Association and Red Cross. On August 28, 1918, John D. Ryan was appointed Second Assistant Secretary in place of Mr. Stettinius and was designated as Director of Air Service with the responsibility of procuring and furnishing to the Army in the field the matériel and personnel required for the Air Service. At the same time Benedict Crowell, who had succeeded William M. Ingraham as Assistant Secretary of War on November 11, 1917, while continuing to have general charge of War Department administration, was appointed Director of Munitions, and as such was made responsible for procuring and furnishing the Army in the field the material required for its military operations, except that required for the Air Service. Newton D. Baker, Secretary of War.

WAR DEPARTMENT, AUDITOR FOR THE.

The office of Auditor for the War Department is one of the six branches of the Treasury Department which audit the accounts of one or more of the executive departments of the Government. The Auditor for the War Department is charged with the receipt and settlement of all accounts and claims of the War Department and the Military Establishment and the Panama Canal. The war-time incumbent was J. L. Baity.

WAR FINANCE COMMITTEE, UNITED STATES CHAMBER OF COMMERCE.

Created March 8, 1917, to report on how the financial burden of war should be distributed. The committee submitted a report on April 19, 1917, in favor of a scheme of heavy taxation. W. D. Simons, chairman.

WAR FINANCE CORPORATION.

A financial corporation, governmental in character and control, created by act of Congress of April 5, 1918, to provide financial assistance to enterprises engaged in the production of war materials or otherwise of vital public interest. The fundamental purpose of the act was to provide relief for essential industries unable to secure sufficient funds, with corollary objectives such as protection of the Treasury against the difficulties that would follow a general liquidation of securities and the creation of machinery by which banks could discount securities not eligible for Federal reserve discount. The act authorized the corporation to lend funds to banking institutions that had made loans to or bought securities from war industries, to make loans to any savings institution or building and loan association when such loans would be in the public interest, to make advances directly "in exceptional cases" to individuals or corporations engaged in war work and unable to procure credit through ordinary channels and to buy and sell bonds and other obligations of the United States. The authorized capital, $500,000,000, was to be provided by the Government, while additional resources could be secured by the sale of bonds to the public in amounts to six times the paid-in capital. The corporation was to cease active operations six months after the formal termination of the war, and not less than 12 months after its termination the corporation was to begin liquidation of its affairs. The corporation was to be controlled by five directors, one of them to be the Secretary of the Treasury, the remaining four to be appointed by the President. From the date of organization to December 1, 1918, the corporation received from the Government $140,000,000 in paid-in capital and made loans of more than $71,000,000. Of the loans made, more than $39,000,000 was advanced to public utility corporations. The remainder went to canning industries, to banks financing crop movements, to cattle raisers, and to miscellaneous fields of industry. The corporation rendered services in many cases without actual advances, both by assurances of aid which restored private confidence in the enterprises concerned and by promoting private relief for industries in difficulties. The corporation issued no bonds prior to the armistice. Since the armistice the corporation's activities have been enlarged. The financial difficulties of the railroads in financing equipment obligations are being met in part by advances by the corporation. By the act of March 3, 1919, the corporation was authorized to advance sums to the amount of $1,000,000,000, within one year from the termination of the war, to exporters of domestic goods or to banks financing such exports. The paid-in capital has been increased to $350,000,000, and the corporation has floated an issue of bonds to the amount of $200,000,000. The corporation has purchased approximately $911,000,000 of Liberty bonds, of which more than $603,000,000 were resold, in large part to the Treasury. The war-time board of directors was as follows: W. G. McAdoo (Secretary of the Treasury), W. P. G. Harding (Federal Reserve Board), C. M. Leonard, Augus W. McLean, and Eugene Meyer, jr. After the armistice Secretary McAdoo was succeeded by Secretary Carter Glass, and Mr. Harding was succeeded, as managing director only, by Mr. Meyer.

WAR INDUSTRIES BOARD.

Created July 28, 1917, by the Council of National Defense to act as a clearing house for Government war-industry needs. Under its chairman, F. A. Scott, chairman of the General Munitions Board, who resigned October 26, 1917, and Daniel Willard, who resigned January 11, 1918, the War Industries Board took over the functions of the General Munitions Board and of the Advisory Commission of the Council of National Defense. The multiplicity of Government agencies tended to make the advisory character of the War Industries Board nugatory and diffuse; and according to the daily press the duties of the board were perfunctory and the new agency virtually abandoned during January and February after the chairman's resignation. The interim, however, was a time of adjustment, not of importance as regarded functional value but of jurisdiction. The board was reorganized March 4, 1918, by the President in a letter which asked Bernard M. Baruch to accept the chairmanship of the board, and at the same time outlined its functions, constitution, and action. The board was made a separate Executive Agency by the President on May 28, 1918. The War Industries Board, broadly speaking, was to be the "general eye of all supply departments in the field of industry," its function, to obtain materials for military purposes with the minimum dislocation of industry; to restrict non-war production, and to fix maximum prices; and more explicitly, according to the President's letter, the functions of the board were to be: (1) Creation of facilities and opening of sources of supply; (2) conversion of existing facilities, where necessary, to new uses; (3) conservation of resources and facilities; (4) advice to Government purchasing agencies as to prices; (5) determination of priorities of production and delivery, and of proportions when supplies were insufficient; (6) purchases for allies. Most important was the stipulation that "the ultimate decision of all questions, except the determination of prices, should rest always with the chairman." The board threw itself upon the country as a "public agency, which wished public confidence and cooperation," and its great service was shown positively by results and by general commmendation, and negatively by an almost entire absence of public criticism. The board performed its joint function on prices through the affiliated Price Fixing Committee, centralized its activities by weekly meetings of commodity chiefs, and decentralized its work through subordinate agencies, termed divisions and sections, and the Purchasing Commission for the allies. The names of the divisions were changed from time to time, but on September 1, 1918, were: Labor, Requirements, Finished Products, Priorities, Conservation, Planning and Statistics, Chemical, Explosives, Steel, Textile, and Facilities. The President, in letter of November 30, 1918, accepted the resignation of Chairman Baruch, and the War Industries Board ceased to exist January 1, 1919. Many divisions and sections had completed their work and were disbanded by that date, but the permanent activities were turned over to other Government departments, in the main to the War Trade Board.

See *Council of National Defense; General Munitions Board; Advisory Commission; National War Labor Board; Price Fixing Committee; Purchasing Commission.*

WAR INDUSTRIES ABROAD SECTION, WAR INDUSTRIES BOARD.

Created July 1, 1918, to search foreign publications, official documents, and periodicals for information of interest to the War Industries Board. The section was transferred formally to the War Trade Board, December 31, 1918. Margaret Goldsmith, chief.

WAR LABOR ADMINISTRATION.

See *Labor, Department of.*

WAR LABOR CONFERENCE BOARD.

Established by the Secretary of Labor acting as labor administrator upon the advice of his Advisory Council. Its purpose was to formulate a set of principles that should guide the war labor administration. In January, 1919, Secretary Wilson called upon the National Industrial Conference Board and the American Federation of Labor, as the representatives of employers and wage earners, respectively, to send five persons each to a war labor conference. Each group was invited to choose a chairman who should preside upon alternate days. William Howard Taft and Frank P. Walsh were the chairmen selected. The board met in the city of Washington and on March 29 presented to the Secretary a unanimous report laying down the principles and policies that should govern the relations between workers and employers in war industries for the duration of the war. The most noteworthy principles in brief were as follows: The right of both employers and employees to organize and bargain collectively should be recognized; no attempts should be made to change existing relations as regards "closed" or "open" shop conditions or recognition of the unions; where women were substituted for men they should be accorded equal pay for equal work; in fixing wages minimum rates of pay should be established as to insure the subsistence of the worker and his family in health and reasonable comfort. This Conference Board also recommended the creation of a National War Labor Board to adjust labor disputes in fields of productions necessary to the effective conduct of the war. It was thought by Secretary Wilson that the Conference Board would be best qualified to interpret the principles which it had formulated, and he, therefore, appointed the same persons who made up that board as members of the National War Labor Board, and this action was formally approved and confirmed by a presidential proclamation of April 8, 1918.

WAR LABOR POLICIES BOARD, DEPARTMENT OF LABOR.

Created by the Secretary of Labor on May 13, 1918, as part of the War Labor Administration, according to the recommendation of the Advisory Council to the Secretary. The board was made up of representatives of the Department of Labor, the War Department, the Navy Department, the Department of Agriculture, the United States Shipping Board, the Emergency Fleet Corporation, the United States Fuel Administration, the United States Food Administration, the United States Railroad Administration, and the War Industries Board. In addition the board had advisers representing labor and others qualified in business manage-

ment and technical fields. It was created for the purpose of harmonizing the policies of the numerous Government bodies handling matters affecting labor, whose policies had frequently been widely divergent and provocative of instability in labor conditions. The work of the board was to formulate and develop policies for a unified labor administration. These policies were then applied by the Government departments and organizations in dealing with labor problems. Consideration of the peculiar problems affecting each department or organization was assured by its representation on the board. Some of the problems handled by the board were: The elimination of labor turnover, the adoption of uniform standards governing working conditions, the granting of exemptions from the draft on industrial grounds, the standardization of wages, the prevention of profiteering, and the employment of women. Felix Frankfurter, chairman.

WAR LOAN ORGANIZATION, TREASURY DEPARTMENT.

A Treasury Department organization, created in April, 1917, to conduct the advertisement, sale, and distribution of Liberty loans. The work of the organization was carried on through the Liberty loan committees of the Federal reserve districts and the smaller organizations subordinate to the committees. Through its divisions of publicity, sales, and public speakers the organization worked out the plans for Liberty loan distribution, organized and directed the successive loan campaigns, and conducted the necessary nation-wide publicity campaigns. Through the National Woman's Liberty Loan Committee the services of women were enlisted in the campaigns. In October, 1918, the organization took over the supervision of the sale of war savings certificates and organized the War Savings Division. The organization was under the general supervision of Assistant Secretary of the Treasury R. C. Leffingwell. The director of the organization was L. B. Franklin, in active charge of the sales division. R. W. Woolley was director of publicity during the first Liberty loan campaign; O. A. Price during the second, and F. R. Wilson during the succeeding three. C. F. Horner directed the speakers' bureau in the first four campaigns, and T. C. Green in the fifth.

WAR MINERAL RELIEF COMMISSION.

A post-war commission in the Interior Department, created by authority of the act of Congress of March 2, 1919, to administer that act's provisions for financial reparation to producers who had expended large sums for production of certain war minerals and consequently suffered losses through the signing of the armistice before the investments had been repaid by the sale of products. The membership of the committee is as follows: M. D. Foster, P. N. Moore, and J. F. Shafroth.

WAR PAY ROLLS, COMMITTEE ON; UNITED STATES CHAMBER OF COMMERCE.

Created in April, 1917, at the request of the Secretary of War, to investigate the proper means for caring for dependents of persons

who entered military service. It assisted in getting support for the legislation for allotments, allowances, and insurance. F. A. Seiberling, chairman.

WAR PLANS DIVISION, GENERAL STAFF.

Created by General Orders, No. 14, War Department, dated February 9, 1918, from the former War College Division to undertake the study of and submit reports upon all matters referred by the Chief of Staff. As organized on August 26, 1918 (G. O. 80, W. D.), this division was held responsible for the plans for the organization of all branches of the Army, including the preparation of tables of organization, for research and invention in equipment and war material, for projects for national defense, for proposed legislation and the preparation of regulations and rules for the military establishment, for the training of the Army and inspection thereof for efficiency and thoroughness, which included the supervision of military education and special training, for the publication of foreign documents relating to military affairs, and for the collection and compilation of complete military records for historical purposes. This division operated through the following branches: (1) War Plans; (2) Training and Instruction; (3) Legislation, Regulations and Rules; (4) Historical; and in addition the Inventions Section. Directors of the War College Division and its successor, the War Plans Division, who are assistant chiefs of staff and are authorized to issue instructions regarding matters within their control in the name of the Secretary of War for carrying out the policies approved by the Secretary of War and the Chief of Staff during the War of 1917, have been as follows: Brig. Gen. J. E. Kuhn, to August 25, 1917; Col. P. D. Lochridge (acting), August 26, 1917, to January 10, 1918; Col. D. W. Ketcham (acting), January 11 to April 30, 1918; Brig. Gen. Lytle Brown, May 1, 1918, to June 13, 1919; Maj. Gen. W. J. Haan, June 13, 1919, to date.

WAR PRISON LABOR AND NATIONAL WASTE-RECLAMATION SECTION, LABOR DIVISION, WAR INDUSTRIES BOARD.

Formed December 17, 1917, under Dr. E. Stagg Whitin as chairman, to secure governmental cooperation in reclamation of man power and waste material; utilization of prisoners' labor and standardization of industries in penal institutions; reeducation by vocational training, of crippled soldiers, sailors, and those injured in industry; and development of camp gardens. This section was in active cooperation with the Reclamation Division of the Quartermaster Corps. On January 1, 1918, the work of the section was transferred to the Department of Commerce.

WAR RISK INSURANCE.

See *Allotment and War Risk Insurance Division, Department of the Navy.*

WAR RISK INSURANCE, BUREAU OF; TREASURY DEPARTMENT.

Created by act of Congress of September 2, 1914, under the supervision of a director, as a Treasury Department bureau in charge of the system of governmental marine insurance established by the act.

By the act of June 12, 1917, its scope was enlarged to include insurance for officers and crews of merchant vessels, and by act of October 6, 1917, to include the system of governmental insurance for soldiers and sailors. The latter act established in the bureau the Division of Marine and Seamen's Insurance and the Division of Military and Naval Insurance. W. C. De Lanoy was director of the bureau from September 2, 1914, to October 5, 1918. H. D. Brown was director pro tempore until December 17, 1918, when he was succeeded by Col. H. D. Lindsley, who was succeeded by Col. R. G. Cholmeley-Jones, May 19, 1919.

WAR SERVICE EXCHANGE, ADJUTANT GENERAL, WAR DEPARTMENT.

Established January 18, 1918, by The Adjutant General to deal with offers of service to the War Department and to supply men for special purposes in the Army. This exchange organized a recruiting force through which demand for highly specialized personnel could be issued and filled. The Engineering Council, the Public Service Reserve cooperated with the exchange, and on April 15, 1918, the Intercollegiate Intelligence Bureau was absorbed. It was transferred to the Operations Division of the General Staff and consolidated with the Commissioned Personnel Section. Lieut. Col. E. N. Sanctuary, succeeeded by Winslow Russell, chief.

WAR SERVICE EXECUTIVE COMMITTEE, CHAMBER OF COMMERCE OF THE UNITED STATES.

Organized April 10, 1918, succeeding the War Committee. The committee had the same general functions but wider authority. The work of organized War Service Committees, which had been started in the fall of 1917 to succeed the advisory committees of the Council of National Defense, was continued through 1918, and at the signing of the armistice 400 had been organized and were at work. This was done under W. H. Mauss as director of War Service Committees. Joseph H. Defrees was chairman of the Executive Committee.

WAR TRADE BOARD.

Organized by Executive order October 12, 1917, pursuant to the trading with the enemy act of October 6, 1917, under Vance C. McCormick, chairman, with members representing the Departments of State, Treasury, Agriculture, and Commerce, the Shipping Board, and the Food Administration. In addition to new powers given by the act, it took over functions hitherto exercised by the Exports Administrative Board, under the espionage act of June 15, 1917. Its chief functions were to injure the enemy by restricting his trade and stiffening the blockade, and to conserve shipping and commodities for American and allied use. It negotiated trade agreements with neutral countries whereby these might receive their necessary imports from the United States without thereby contributing to the strength of the enemy. Its subordinate bodies included the Bureaus of Administration, Branches and Customs, Enemy Trade, Exports, Foreign Agents, Imports, Research, Tabulation and Statistics, Transportation, War Trade Intelligence, the Division of Information, the Contraband Committee, and the Russian Bureau (Inc.).

WAR TRADE COMMITTEE, NATIONAL ASSOCIATION OF IMPORTERS OF HIDES AND SKINS (INC.).

A committee of five members, created January 1, 1918, to act for the parent association "with the Government in a confidential way, and to furnish the members of the Association with various rulings of governmental bodies affecting the importing and exporting conditions of hides and skins." The committee did not publish the minutes of its meetings, but issued a total of 109 bulletins running from January 24 to December 28, 1918, in which the trade was kept informed of actions and rulings of governmental boards and trade agencies. Maj. F. H. Briggs, chairman.

WAR TRADE COUNCIL.

Created by Executive order, October 12, 1917, under trading with the enemy act, and included the Secretaries of State, Treasury, Agriculture, and Commerce, the United States Food Administrator, and the chairman of the United States Shipping Board. It superseded the Exports Council, which had been created under the espionage act, and was expected to function in an advisory capacity upon matters referred to it by the President, or the War Trade Board which was itself composed of representatives of the War Trade Council.

WAR TRADE INTELLIGENCE, BUREAU OF; WAR TRADE BOARD.

Digests and studies the reports from special agents and other sources, including the military and naval intelligence officers, and the Economic Intelligence Section of the State Department, upon trade in foreign countries, actually a secret service organization which studied the character of consignors and consignees and compiles the Enemy Trading List. In charge of Paul Fuller, jr., until December 15, 1918.

WAR WORK EXTENSION DIVISION, BUREAU OF EDUCATION, DEPARTMENT OF THE INTERIOR.

Organized May 2, 1918, to develop and direct interest and activity in Americanization throughout the country. It cooperated with various departments of the Government and with other organizations in work relating to immigrants. Patriotism was stimulated in schools and industrial plants. The division was merged with the Division of Immigrant Education to form the Americanization Division in September, 1918. Joseph Mayper, chairman.

WAR-GAS INVESTIGATIONS, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

The war-gas investigations had their origin in the work done by the Bureau of Mines in connection with noxious and explosive gases found in mines. Early in 1917 the bureau took up the investigation of breathing apparatus for the Navy, and in April the War and Navy Departments through the Military Committee of the National Research Council authorized the Bureau of Mines to test gas masks and self-contained breathing apparatus for military and naval use. A research staff was organized and the work expanded from devis-

ing gas masks to the study of poison gases, smoke screens, chemicals and chemical appliances for offensive warfare. At the request of the War Department in May, 1917, the bureau designed and had manufactured 20,000 gas mask for oversea shipment. In July, 1917, the actual manufacture of gas masks was transferred to the Surgeon General's Office. Allotments of funds for the research work of the bureau were made by the War and Navy Departments. A great research laboratory and experiment station was established on the grounds in buildings of the American University in Washington. On June 25, 1918, by Executive order the research work on war gases was placed under the control of the War Department for operation under the Director of Gas Service of the Army. G. A. Burrell, later colonel, was director in charge of war-gas investigations.

WAR-MINERALS INVESTIGATIONS, BUREAU OF MINES, DEPARTMENT OF THE INTERIOR.

Before the United States declared war against Germany the Bureau of Mines had been investigating methods of increasing the available supplies of certain metals and minerals, largely imported, such as manganese, nickel, and potash, which were difficult to obtain because of the German submarine campaign. After the entrance of this country into the war, the need of these and other metals became of urgent importance in assuring munitions for the Army and Navy. Accordingly, the Bureau of Mines made systematic efforts to increase the available supply of these commodities, giving especial attention to manganese, tungsten, molybdenum, chrome, quicksilver, pyrite, sulphur, graphite, and tin. In March, 1918, Congress appropriated $150,000 under the urgent deficiency bill to extend and continue the investigations relating to minerals of military importance. A research organization, termed the War Minerals Investigations, was built up to carry out the purpose of the act. It was composed of about one hundred persons, of whom about ninety were mining engineers, metallurgists, or chemists. The work was temporarily under the direction of D. A. Lyon. Later J. E. Spurr was put in charge as chief executive.

WAR ZONE PASS COMMISSION, UNITED STATES SHIPPING BOARD.

On January 22, 1918, the United States Shipping Board approved a resolution of the National Adjustment Commission for the creation of a commission to have charge of the issuance, supervision, and revocation of passes to longshoremen in the war zone on the New York water front. The War Zone Pass Commission was appointed for this purpose in February by the chairman of the National Adjustment Commission, and consisted of three members who represented, respectively, the Government and public, the shipping interests, and the longshoremen. D. D. Walton, chairman.

WAREHOUSE DISTRIBUTION, BUREAU OF; STEEL DIVISION, WAR INDUSTRIES BOARD.

Formed July 22, 1918, with Andrew Wheeler, chief, who had been selected July 9, 1918, by the American Iron, Steel, and Heavy Hardware Association to act as their representative to confer with the

Priorities Committee. The bureau listed all the warehouses in the country and divided them into classes according to tonnage sold per month. It notified the trade on November 18, 1918, on instruction of the Priorities Committee that all restrictions as to sale and purchase had been removed.

WAREHOUSING DIVISION, QUARTERMASTER GENERAL.

Created October 16, 1917. For the period January 11 to February 13, 1918, it was known as Storage Division. This division had supervision of supply depots and of the apportionment and distribution of supplies, determination of requirements, handling of cablegrams, and oversea requisitions. It functioned through the following branches: Central Office Service, Planning, Depot, Overseas, Storage, Cable Service Branch. The division was abolished April 16, 1918, and the duties were transferred to the Depot Division. Maj. A. E. Williams, Maj. F. B. Wells, L. M. Nicolson, successively acted as chief.

WARM AIR REGISTERS WAR SERVICE COMMITTEE.

Organized October 10, 1918, with Walter G. Bailey as chairman to represent the manufacturers of warm air registers.

WASHING MACHINE INDUSTRY WAR SERVICE COMMITTEE.

Organized November 24, 1917, at a meeting of all producers of washing machines, with full power to act for the industry. The activities of the committee resulted in the elimination of the manufacture of 426 distinct styles and models of washing machines during the war. The steel requirements were cut over 50 per cent of the 1917 consumption of iron and steel. All iron and steel were distributed to the industry through the committee under the direction of the Priorities Division of the War Industries Board. Samuel T. White, chairman.

WASTE MATERIAL DEALERS' WAR SERVICE COMMITTEE.

Appointed in 1917 to represent every branch of the waste material business. The members of the committee acted as chairmen of subcommittees. Two special subcommittees were formed to confer with the Woolen Rag and Fiber Administrator of the War Industries Board in reference to prices and embargoes. Louis Birkenstein, chairman, succeeded by Emanuel Salomon.

WASTE RECLAMATION SERVICE, DEPARTMENT OF COMMERCE.

The Department of Commerce took up, on January 1, 1919, the work of the War Prison Labor and National Waste Reclamation Section of the War Industries Board. This action was authorized by the President in order to develop a national movement for the conservation of industrial materials. The service reported directly to the Secretary of Commerce. Its purpose was to investigate, develop, and popularize scientific methods of conserving waste products and returning them to productive use. Since the signing of the armistice the service was instrumental in finding a new outlet for Army supplies to be disposed of by the War Department without

disturbance to the market. The plan consisted in the sale of such material to State, county, and municipal institutions. It was found feasible by the War Department, and the service advised the institutions of the opportunity for purchasing. The service also recommended the utilization of the labor of inmates of penal institutions in renovating worn or damaged articles. Because of failure of appropriation for its continuance, the service lapsed on June 30, 1919. H. L. Baldensperger, chief.

WATER PURIFYING EQUIPMENT WAR SERVICE COMMITTEE.

Organized September 24, 1918, with Samuel Robert as chairman, to represent the entire industry of softening, filtering, and purifying water for every purpose. Many important waterworks improvements were executed for the Government by the committee.

WATER RESOURCES BRANCH, UNITED STATES GEOLOGICAL SURVEY, DEPARTMENT OF THE INTERIOR.

The branch conducted extensive investigation of surface and ground waters, but independently and by cooperating with State and Federal organizations, both to help in the increase of production where agricultural lands needed irrigation, and to classify the public lands with reference to future use of water. It furnished data concerning camp water supplies, made tests of water and estimates of quantity available at the proposed site of war industries plants, and made a survey of water conditions along the Mexican border west of Nogales, Ariz., and of the Atlantic Coastal Region. It functioned through the following divisions: Surface Waters, John C. Hoyt, in charge; Ground Waters, O. E. Meinzer, in charge; Quality of Water, Alfred A. Chambers, in charge; Water Utilization, N. C. Grover, in charge; Enlarged and Stock-Grazing Homesteads, H. C. Cloudman, in charge; and Power Resources, W. B. Heroy, in charge. N. C. Grover was in charge of the branch.

WATER TRANSPORT BRANCH, TRANSPORTATION DIVISION, QUARTERMASTER GENERAL.

Established prior to the outbreak of war under the name of Water Transportation Branch, the designation being changed April 16, 1918, to the Water Transport Branch, which was separated from the Office of the Quartermaster General and transferred to the Embarkation Division, Office of the Director of Purchase, Storage and Traffic, Col. R. J. Burt, chief.

WEATHER BUREAU, UNITED STATES, DEPARTMENT OF AGRICULTURE.

One of the permanent agencies of the Department of Agriculture. It continued its normal activities during the war, some of which, however, were adapted for military uses. For example, information concerning climatic conditions was of great value in deciding upon the location of military camps and cantonments. Knowledge of meteorological conditions was also indispensable in the development of military aeronautics and in planning and carrying out flights by airplanes and dirigible balloons. The Chief of the Weather Bureau, Charles F. Marvin, was, by law, a member of the National Advisory

Committee for Aeronautics, which was during the war concerned with military aviation. He was also by selection a member of the National Research Council. The following agencies of the Weather Bureau performed war service: The Aerological, Forecast, Climatological, and Instrument Divisions, and the library of the bureau.

WEATHERPROOF WIRE WAR SERVICE COMMITTEE.

Organized September 10, 1918, with Walter F. Field as chairman. At a meeting of the Electrical Industry on December 13, 1918, it was decided to continue the committee in service.

WELFARE WORK, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after the organization of the Committee on Labor in April, 1917. It has a membership of approximately 400 representatives of employers and workers and technical experts, all appointed by Samuel Gompers, chairman of the Committee on Labor. It was formed for the purpose of maintaining and improving working conditions among employees in war industries. Its activities consisted in investigation, education by means of literature, lectures, moving pictures, etc., and cooperation with other bodies in forming agencies to accomplish its ends—training schools, for example. It carried on its work through various sectional committees, whose names indicate their functions—Industrial Safety, Sanitation, Industrial Training, Housing, and Recreation. Most of the functions of the committee were assumed by the various services of the War Labor Administration in the Department of Labor, upon their organization about the middle of 1918. The subcommittee was directed by an executive committee composed of about nine leading citizens. Chairman, L. A. Coolidge, chairman of the Welfare Department of the National Civic Federation and treasurer of the United Shoe Machinery Co. of Boston.

See *Investigation and Inspection Services*, *United States Training Service*, *Information and Education Service*, *Working Conditions Service*, *Bureau of Industrial Housing and Transportation*—all of the Department of Labor.

WESTERN REGION, UNITED STATES RAILROAD ADMINISTRATION.

Created January 18, 1918. The Western Region, as originally constituted, included the roads in the territory west of Lake Michigan and of the Indiana-Illinois State line to the Ohio River, and west of the Mississippi River from the Ohio River to the Gulf of Mexico, excepting the roads in Illinois included in the Eastern Region and those roads of Illinois and Indiana included in the Southern Region. R. H. Aishton, president of the Chicago & North Western, was appointed regional director with an office at Chicago. On June 11, 1918, the Western Region was subdivided into the Northwestern, Central Western, and Southwestern Regions.

WHEAT EXPORT COMPANY.

This company represented the Royal Commission on Wheat Supplies and had charge of all purchase and exportations of wheat and

cereals to the allies. The grain was purchased through the United States Grain Corporation after that corporation was established.

WHEAT FAIR PRICE COMMITTEE.

Appointed by the President August 15, 1917, to determine a fair basic price to be paid in the Government purchases of wheat, under the provisions of section 11 of the food and fuel act of August 10, 1917. The report of the committee was made August 30, 1917, when it was recommended that the price of No. 1 northern spring wheat at Chicago be $2.20 per bushel. Harry A. Garfield, chairman.

WHEEL MANUFACTURERS' WAR SERVICE COMMITTEE.

Organized at the request of the War Industries Board and United States Chamber of Commerce on October 26, 1917, representing 40 manufacturers of wood wheels for motor and horse drawn vehicles. The committee functioned for the benefit of the industry in aid of the Government's plans, keeping manufacturers informed of Government requirements, specifications, location of raw materials, and in general acted as a clearing house for information. Thomas M. White, chairman.

WHOLESALE AND RETAIL SECTION, DISTRIBUTION DIVISION, UNITED STATES FOOD ADMINISTRATION.

Organized April 12, 1918. The section had in charge problems of regulation for wholesalers, retailers, brokers, and commission merchants. These were licensed November 1, 1917, and required to sell all commodities at a reasonable margin over costs. Retailers whose annual sales exceeded $100,000 came under the same regulations. This section after its organization, carried out the details of the plan, the work up to April 12, 1918, having been done in the Distribution Division without an organized section. R. R. Williams, chief.

WINDOW GLASS WAR SERVICE COMMITTEE.

Organized by the Building Materials Section of the War Industries Board to represent the industry with that section and the United States Fuel Administration. W. L. Monro, chairman.

WIRE CONTROL BOARD.

See *Marine Cables, Director of;* and *Telegraphs and Telephones, Operating Board.*

WIRE CONTROL BOARD, UNITED STATES TELEGRAPH AND TELEPHONE ADMINISTRATION.

The Wire Control Board was organized for the purpose of administering the telegraph and telephone lines and later the cable systems. It was appointed July 23, 1918, by the Postmaster General and was composed of Albert S. Burleson, Postmaster General; John C. Koons, First Assistant Postmaster General; David J. Lewis, Commissioner, United States Tariff Commission; and William H. Lamar, Solicitor for the Post Office Department. Mr. Lewis later resigned. After the cable systems were placed under Government control in November,

two organizations were created, subsidiary to the Wire Control Board, an Operating Board for Telegraphs and Telephones, and a Director for Marine Cables.

WIRE PRODUCTS, SUBCOMMITTEE ON; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Organized in June, 1917. Its functions were taken over by the War Industries Board, when it was dissolved in November, 1917. Frank Brooks, chairman.

WIRE ROPE SUBCOMMITTEE, AMERICAN IRON AND STEEL INSTITUTE.

Appointed by the American Iron and Steel Institute, June 15, 1917. The committee reported to the steel director, War Industries Board, in regard to rope production, to the Priorities Committee in regard to progress in the Spruce Production Division, and to the Oil Division, United States Fuel Administration, in regard to wire rope for oil drilling. The committee also allocated orders for the allies and, on authority of the War Industries Board, orders for domestic concerns doing Government work. The committee disbanded December 21, 1918. Karl G. Roebling, chairman.

WIRE ROPE SUBCOMMITTEE; COOPERATIVE COMMITTEE ON STEEL AND STEEL PRODUCTS, COUNCIL OF NATIONAL DEFENSE.

Appointed June 15, 1917. The committee had charge of wire rope production and the allocation of orders to manufacturers. When the committees of the Council of National Defense were dissolved, the committee became a subcommittee of the American Iron and Steel Institute. Karl G. Roebling, chairman.

WIRE-BOUND BOXES WAR SERVICE COMMITTEE.

Formed in April, 1918. The committee met with the United States Food Administration and representatives of the Army and Navy with reference to the production of food containers for export and domestic use. Cooperation was maintained with the War Industries Board in regard to the allotment of steel for Government box purposes, when a shortage of steel threatened, the industry being given preferential classification. E. E. Ames, chairman.

WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

Created April 21, 1917, with 12 members. Its purpose was to act as a clearing house for the coordination of women's war work, to transmit to all the women of the Nation the information and instruction which the Government designed for them, and to stimulate, direct, and utilize the patriotic work of women. The committee organized divisions in each State, Alaska, Hawaii, and Porto Rico, which in turn organized county and local units. Eighty women's organizations, national in extent, were affiliated with the committee. From the national headquarters in Washington bulletins were issued outlining progress of work and transmitting information from Federal agencies to the women of the country. Special drives carried on at the request of Government departments included one for Government workers for the Civil Service Com-

mission, and another for student nurses for the Army and civilian training schools. The committee carried on its work through the following departments: State Organization, Registration, Food Production, Food Administration, Women in Industry, Child Welfare, Maintenance of Existing Social Service Agencies, Health and Recreation, Education, Liberty Loan, Home and Foreign Relief News. Dr. Anna Howard Shaw, chairman.

WOMAN IN INDUSTRY SERVICE, DEPARTMENT OF LABOR.

Organized in accordance with the recommendation of the Advisory Council of the Secretary of Labor in the early part of July, 1918. The section was charged with the duty of promoting and developing the welfare of wage-earning women, of improving the working conditions of women and advancing their opportunities for profitable employment, and of coordinating and controlling all work in the Department of Labor and other departments having to do with any matter of policy or procedure with reference to women wage earners. As a means to effecting coordination there was organized for weekly conference a council composed of women representing every division of the Department of Labor and other Federal departments having organized divisions to deal with problems of woman in industry. Standards governing the employment of women in industry were formulated by the service and adopted by the War Labor Policies Board. The service cooperated with State officials in securing enforcement of State labor laws affecting women and in supervising the carrying out of the provisions of Government contracts regarding the employment of women. Miss Mary Van Kleeck, director.

WOMAN'S LAND ARMY OF AMERICA.

Incorporated under the laws of New York in May, 1918. It organized units of women to go on farms where a shortage of labor existed. In most cases camps were established and maintained under a supervisor, the women being taken to their work on nearby farms, and returned in the evening. In December, 1918, arrangements were made for affiliation of the Land Army with the Department of Labor, as the result of which it became the Woman's Land Army Division of the United States Employment Service. Mrs. Dorothy H. Hubert, national director.

WOMAN'S LIBERTY LOAN COMMITTEE, NATIONAL.

A committee of 12 women, appointed by Secretary McAdoo in May, 1917, to cooperate in the work of the Treasury's war loan organization. The committee operated through the subordinate State and local organizations, headed by a chairman for each State and a chairman for each Federal reserve district. More than 1,000,000 volunteer women workers served in the loan campaigns. Mrs. W. G. McAdoo, chairman.

WOMEN IN INDUSTRY BRANCH, INDUSTRIAL SERVICE SECTION, ORDNANCE DEPARTMENT.

Created in December, 1917. This branch advised with ordnance establishments on questions regarding the employment of women,

such as substitution of women for men, employment methods, hours, rest periods, shop uniforms, etc. It supervised the conditions of work and employment of women in ordnance establishments and made recommendations regarding exemptions from State laws affecting women workers. Miss Mary Van Kleeck, chief; succeeded in July, 1918, by Mrs. Clara M. Tead.

WOMEN IN INDUSTRY DEPARTMENT, WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE.

This department devoted its efforts largely to informing the women of the country of the policy of the Government regarding maintenance of standards for women in employment. Twenty-seven State divisions conducted surveys to determine the extent and effect of replacing men by women in industry, some State divisions recruited women workers, and seven conducted employment bureaus in cooperation with official agencies. Through the efforts of the department at Washington, a Housing Committee, composed of representative women employees in Government offices, was appointed to present the view of women employees to the Committee on Living Conditions of the Department of Labor. Mrs. James R. Field, executive chairman January to June, 1918; Mrs. Samuel B. Harding, June to October, 1918; Miss Agnes Nestor, chairman.

WOMEN IN INDUSTRY, SUBCOMMITTEE ON; COMMITTEE ON LABOR, COUNCIL OF NATIONAL DEFENSE.

Organization started shortly after the formation of the Committee on Labor in April, 1917. It had a membership of approximately 100, representatives of labor, employers, and the general public, and experts on labor, all appointed by Samuel Gompers, chairman of the Committee on Labor. It was organized to advise on the employment of women so as to secure the maximum effectiveness of the woman power of the country. State committees were formed in a number of States, whose work was supervised and coordinated by the national committee. The committee conducted investigations of working conditions among women doing war work at various places and made recommendations to the Government departments concerned. The State committees were active in securing the enforcement of State labor laws. Control was vested in an executive committee of about 13 women. With the inauguration of the Woman in Industry Service in the Department of Labor in July, 1918, the activities of this committee practically ceased. Mrs. J. Borden Harriman, chairman, headquarters, Washington, D. C.

WOMEN'S ACTIVITIES, NATIONAL COMMITTEE ON; NATIONAL CATHOLIC WAR COUNCIL.

A standing committee of the Committee on Special War Activities. It directed the great number of Catholic women's societies throughout the country and created the National Catholic Women's Association, which conducted the work for women and girls, including protective and recreational work in larger cities and industrial centers. It erected and administered visitors' houses in various camps throughout the country and sent women workers abroad to the devastated areas and the industrial centers of France and Italy. Rev. William J. Kerby, chairman.

WOMEN PHYSICIANS, COMMITTEE OF; GENERAL MEDICAL BOARD, COUNCIL OF NATIONAL DEFENSE.

The committee made a survey of women physicians of the country, kept in touch with the graduating classes of 57 coeducational and medical colleges for women, and enlisted women physicians for service in industrial plants and as contract surgeons for the Army. Dr. Rosalie S. Norton, chairman.

WOMEN'S SERVICE SECTION, DIVISION OF LABOR, UNITED STATES RAILROAD ADMINISTRATION.

Created August 28, 1918. Its purpose was to give consideration to conditions of employment of women on railroads under Federal control. General Orders, No. 27, had provided that the working conditions of women should be healthful and fitted to their needs, that the laws enacted for the government of their employment should be observed, and that they should receive the same pay as men for the same class of work. It was the special function of the Women's Service Section to insure the observance of those general directions by the railroads. Statistics were collected in regard to the employment of women, and first hand information as to actual conditions under which women were working was obtained through the investigations of four field agents. The Women's Service Section presented complaints and matters needing correction to the proper officials and in most instances was able to secure the necessary changes and adjustments on the presentation of the facts. Miss Pauline Goldmark, manager.

WOMEN'S WAR WORK, DIVISION OF; COMMITTEE ON PUBLIC INFORMATION.

Established November 1, 1917, under the direction of Clara Sears Taylor, who administered it until it was discontinued in July, 1918. This division encouraged war activities among women and acted as a clearing house. It issued much news material in the form of special stories and features.

WOOD CHEMICAL ASSOCIATION, NATIONAL WAR SERVICE COMMITTEE.

The committtee was authorized October, 1917, at the annual meeting of the National Wood Chemical Association. The committee represented 88 plants engaged in the manufacture of acetate of lime, wood alcohol, and charcoal. The total production was commandeered for six months December 24, 1917, and again extended for a like period June 14, 1918. The committee was charged with the duty of keeping all plants up to 100 per cent production and thus was concerned with keeping all plants supplied with fuel and raw materials and adequate car service to transport the finished product. The committee cooperated with the War Industries Board and the Railroad Administration to make their program effective. John Troy, chairman.

WOOD CHEMICAL SECTION, CHEMICALS DIVISION, WAR INDUSTRIES BOARD.

Formed December 24, 1917, to administer the requisition and compulsory order of same date, signed by the Secretary of War, covering

wood chemicals, including acetate of lime, acetone, and crude and refined wood alcohol. The section had monthly inventories from all manufacturers operating under the commandeering order, and kept a record covering the entire operation of the requisition and order with percentage table of deliveries. It limited the production of aspirin, and increased that of methyl acetone, a solvent for use in aeroplane dope. The work of the section was previously done by the Wood Distillation Products Section, Chemicals and Explosives Division. The section was discontinued February 28, 1918. C. H. Conner, chief.

WOOD DISTILLATION PRODUCTS SECTION, CHEMICALS AND EXPLOSIVES DIVISION.

See *Wood Chemicals Section, Chemicals Division, War Industries Board.*

WOOD SHIP CONSTRUCTION DIVISION, UNITED STATES SHIPPING BOARD EMERGENCY FLEET CORPORATION.

For the purpose of expediting the shipbuilding program and separating the supervision of wood ship construction from that of the steel, the Division of Construction of the United States Shipping Board Emergency Fleet Corporation was separated from the Wood Ship Construction Division and the Steel Ship Construction Division on December 5, 1917. The Wood Ship Division was given the supervision over wood, concrete, and composite ship construction, including acceleration of production, development of management methods, cooperation with contractors, and inspection of both sides of a contract to see that it was properly executed and performed and that ships were built according to specifications. It approved all contracts before they were awarded, and maintained local inspectors at each shipyard to supervise construction and report to the manager of the division through the district officer. The supervision of concrete ship construction was transferred to the Steel Ship Construction Division upon the creation of the Concrete Ship Section of that division in June, 1918, in the place of the Concrete Ship Construction Department of the Wood Ship Division. By November 20, 1918, the yards building ships under the supervision of the Wood Ship Division had completed and delivered to the corporation 98 ships, 76 of which had carried cargoes or sailed in ballast for loading ports; and they had launched 367 ships, started 193 others, and made contracts for 171 on which no work had been started, besides canceling 148 contracts. Only three were lost during the war, and only one of these because of the fact that it was wood. In January, 1919, James O. Heyworth resigned as manager of the division, and on January 16 the division was abolished as an independent organization and consolidated with the Steel Ship Construction Division under the name of the Ship Construction Division.

WOODEN-BOX INDUSTRY, NATIONAL EMERGENCY BUREAU OF.

Organized on December 3, 1917, by a conference of delegates having authority to act for 80 per cent of the box industry east of the Rocky Mountains. The bureau represented the entire wooden-box industry, including manufacturers of lock-corner, veneer, railed,

and wire-bound wooden boxes for the Government departments, and was supported by subscriptions from 195 of the largest box manufacturers in the country. One of the first and principal jobs of the bureau was to keep in touch with the various officers in Washington, especially in the Ordnance Department, who were designing boxes, advising them regarding commercial manufacturing practice so that boxes could be readily obtained. It also advised purchasing officers regarding the best regions in which to place orders, and, in matters of specifications and types of boxes, worked in close cooperation with the Bureau of Industrial Research, the Forest Products Laboratory at Madison, Wis., and the Food Purchase Board. On June 30, 1919, the bureau ceased to exist. F. C. Gifford, secretary-manager, resigned in April, 1918, and was succeeded by J. C. Nellis.

WOODEN BOXES WAR SERVICE COMMITTEE.

In the spring of 1918 the Chamber of Commerce of the United States listed the executive committee of the National Emergency Bureau of the Wooden Box Industry as the war service committee of that industry. Later the Chamber of Commerce conducted a referendum among box manufacturers and in September, 1918, certified the Committee to the War Industries Board as the War Service Committee of the Box Industry. Early in October, 1918, the committee, cooperating with the National Association of Box Manufacturers, conferred with the Priorities Committee, War Industries Board, regarding metal requirements of the box industry in general; but before the investigations started by this conference were completed the armistice was signed and further collection of data made unnecessary. G. L. Grosman, chairman.

WOODEN TANKS WAR SERVICE COMMITTEE.

Organized in August, 1918, to represent the manufacturers of wooden tanks. The committee took care of all Government requirements. L. E. Wolcott, chairman, succeeded December 23, 1918, by John B. Berger.

WOOL DIVISION, WAR INDUSTRIES BOARD.

Created April 19, 1918. On May 21, 1918, it issued "Government regulations for handling wool clip of 1918," which explained prior rights of the Government to acquire wool clip at prices fixed by the War Industries Board, necessity for concentration, the regulations on fleece wool and on territory, and which advised pooling by growers, and gave a list of territorial valuations as of July 30, 1917. The regulations provided that after the wool had arrived at concentration centers it would there be appraised by Government valuation committees and then allocated for military or civilian needs. The division was assisted by the State agricultural colleges, each one of which was asked to delegate one of its staff to cooperate with the division. Lewis Penwell, chief.

WOOL ADVISORY COMMITTEE, WOOLEN SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Formed September 27, 1918, to consist of representatives of the War Trade Board, Shipping Board, the section chiefs of the Textile

and Rubber Division interested in wool, and three members of the War Service Committee of the wool manufacturing industry. Through this committee the Woolen Section of the War Industries Board provided for a study and review of all angles of the wool and woolens situation which gave the necessary knowledge to the War Industries Board that justified prompt action in meeting conditions as they arose in the industry. The committee was discontinued December 31, 1918. John W. Scott, chairman.

WOOL MANUFACTURING INDUSTRY WAR SERVICE COMMITTEE.

Created at the end of 1917 to succeed the Wool Manufacturers Committee of the Council of National Defense. Its most direct relationship was with the War Industries Board, acting "as a clearing house for available plant capacity." It submitted new specifications for standard Army cloths on March 21, 1918. At the date of the armistice about 60 per cent of the wool manufacturing machinery of the country was working on Government orders. The committee represented equally the National Association of Wool Manufactures and the American Association of Woolen and Worsted Manufacturers. Frederic L. Clark was chairman. Herbert E. Peabody was Washington representative until he became chief of the Woolens Section, War Industries Board.

WOOL SECTION, DOMESTIC; TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Formed April 24, 1918, to regulate the collection of domestic wool clip at points of origin, and the concentration of same at distributing centers, there to be taken over by the Purchase, Storage and Traffic Division. It worked under the "Regulations for Handling Wool Clip of 1918" established May 21, 1918, by the Wool Division, War Industries Board. It was discontinued December 21, 1918. Lewis Penwell, chief.

WOOL STOCK GRADERS' ASSOCIATION.

The association was organized May 16, 1918, for the duration of the war, for the purpose of cooperating with the departments of the Government in regard to wool stock. The association worked with the War Industries Board and the War Trade Board, revising maximum prices on wool stock and rearranging restrictions against the exporting of wool stock. A War Service Committee was appointed by the association to work with the War Industries and War Trade Boards. Edward A. Stone, chairman of the committee; Herman A. Rawitser, president of the association.

WOOL TOPS AND YARN BRANCH, CLOTHING AND EQUIPAGE DIVISION, QUARTERMASTER GENERAL.

Created June 14, 1918, with A. W. Elliott, chief. It administered the commandeering and valuation of the United States wool clip of 1918, and purchased all imports, especially 547,000 bales of Australasian wool. It functioned through the following agents: Ambrose Rose, jr., Chicago, Horace Bullock, Philadelphia, Charles J. Nichols, Boston, Charles H. Green, Portland, administrators; W.

E. Brigham, Boston, distributor; Frank E. Greene, San Francisco, administrator and distributor; Maj. O. T. Simpson, Boston, purchasing quartermaster.

WOOL TRADE ASSOCIATION, VALUATION COMMITTEE OF THE BOSTON.

The wool prices fixed by this committee, as of July 30, 1917, were the basis for the computation of options for purchase by the United States under War Trade Board regulations of December 15, 1917. No import licenses for wool were granted except subject to this option.

WOOLEN GOODS SECTION, COMMITTEE ON SUPPLIES, COUNCIL OF NATIONAL DEFENSE.

One of the four sections through which the Supplies Committee functioned after its reorganization in May, 1917, until the committee was transferred to the Quartermaster Department in January, 1918. Its greatest service was in getting reclaimed and reworked wool, commonly called shoddy, made into a new wool fiber the use of which made a great saving to the Government. Jacob F. Brown, succeeded July 30, 1917, by Lewis Penwell, chairman.

See *Woolen Manufacturers' Cooperative Committee.*

WOOLEN MANUFACTURERS' COOPERATIVE COMMITTEE, COMMITTEE ON SUPPLIES, COUNCIL OF NATIONAL DEFENSE.

Created February 7, 1917, in anticipation of war, by the American Association of Woolen and Worsted Manufacturers, and the National Association of Wool Manufacturers, and sometimes spoken of as the Joint Committee of Wool Manufacturers. The committee completed its organization March 28, 1917, and was thereupon named by Julius Rosenwald as one of the cooperative committees on supply. The committee worked in continuous cooperation with the Army, Navy and Council of National Defense until disbanded November 28, 1917. Col. John P. Wood was chairman until July, 1917, when Nathaniel Stevens succeeded him.

WOOLENS BRANCH, CLOTHING AND EQUIPMENT DIVISION, QUARTERMASTER GENERAL.

Created January 26, 1918, to recommend specifications for and procurement of all woolens for clothing and equipment. It was combined October 28, 1918, with the Knit Goods Branch to form the Woolen and Knit Goods Branch, Purchase and Storage, under C. L. Bansher, chief. Col. J. P. Wood, chief.

WOOLENS SECTION, TEXTILE AND RUBBER DIVISION, WAR INDUSTRIES BOARD.

Created June 3, 1918. It was an outgrowth of the Supply Section of the War Industries Board under the Council of National Defense. Its creation was primarily caused by the speculation in piece goods which jobbers and clothiers began when the allocation of wool supplies to manufacturers for civilian purposes was stopped. The section, also known as the Woolen Goods Section, obtained by questionnaires the amount of privately owned wool in possession of manu-

facturers; it issued instructions to stop the dyeing of wool and the spinning of yarn for handknitting purposes. At the same time it made an appeal with the result that the spinners and dealers turned over their stocks on hand to the American Red Cross, and acted in an advisory way with regard to the disposition of Government-owned wool. Since the signing of the armistice the section advised as to the cancellation of war contracts. The section ceased to exist December 21, 1918. Herbert E. Peabody, chief.

WORKING CONDITIONS SERVICE, DEPARTMENT OF LABOR.

Appropriation provided for in the sundry civil appropriation act approved July 1, 1918, following the recommendation of the Advisory Council to the Secretary of Labor. Legal authorization of the service is found in the enabling act creating the Department of Labor, which directs the department to improve the working conditions of the wage-earners of the United States. It was the function of this service to examine working conditions in war industries, to determine standards as to conditions which should be maintained in war industries, to adopt rules embodying such standards and explain them, to determine the best means for securing the adoption and maintenance of such standards, and to cooperate with State authorities for the above purposes. The Working Conditions Service of the Department of Labor served as a central agency to coordinate similar work of the various production departments of the Government. In dealing with problems of industrial hygiene and medicine this service worked in cooperation with the United States Public Health Service, and in the matter of safety engineering with the Bureau of Standards. The work of the service was organized with the following divisions: Division of Industrial Hygiene and Medicine, Division of Safety Engineering, and Division of Labor Administration. Grant Hamilton, director.

WRAPPING PAPER WAR SERVICE COMMITTEE.

Organized in October, 1918, to represent the manufacturers of wrapping paper with the Pulp and Paper Section. F. L. Moore, chairman.

YARDS AND DOCKS, BUREAU OF; NAVY DEPARTMENT.

Established before the war. The bureau had charge of the design and construction of yards and docks, and other naval facilities, together with their accessories. With certain exceptions it had charge of the maintenance of these works, including the supervision of systems of transportation and communication pertaining thereto. In general, the work of the bureau was carried out by commissioned officers of the Corps of Civil Engineers, United States Navy. The bureau functioned through the following: Construction Division; Shipbuilding Facilities, Yard Development, and Storage Section; Dry Dock Section; Project Manager, Hospital Section; Marine Corps, Fuel Oil, and Radio Section; Ordnance, Aviation, and Submarine Base Section; Power Plant; Naval Training Camp Section; and the Maintenance and Operating Division. Rear Admiral Frederick R. Harris, chief until January, 1918; succeeded by Rear Admiral C. W. Parks.

YARDS, PLANTS, AND STATIONS DIVISION, BUREAU OF ORDNANCE, NAVY DEPARTMENT.

This division exercised supervision over the various ordnance manufacturing plants, factories, proving grounds, navy yards, ammunition, and mine depots, etc.

YOUNG MEN'S CHRISTIAN ASSOCIATION, NATIONAL WAR WORK COUNCIL.

Organized April 10, 1917, by the International Committee of the Young Men's Christian Association, and composed of representatives of that committee, of local and State associations, together with other prominent citizens. The council had general responsibility for the promotion and supervision of the work, of rendering Christian social service, and of developing and maintaining morale with the military and naval forces of the United States during the war. General Orders, No. 57, of the War Department, issued May 9, 1917, recognized the Young Men's Christian Association as a valuable adjunct and asset to the service. In 1902 authority had been given to erect buildings and in 1911 authorization for the furnishing of heat and light had been given. Buildings were erected and maintained in camps and posts under the supervision of secretaries. The assistance given to the soldiers in this country was the providing of free stationery, free entertainments and song meetings, books and magazines, athletics, games, and amusements, educational work, and the development in the soldiers of a better moral and spiritual sense. The same service was rendered in the American Expeditionary Forces as far as conditions made it possible, and certain additional responsibilities were assumed at the definite request of the military authorities. Approximately $160,000,000 has been spent by the Young Men's Christian Association in their relief work. At the signing of the armistice 1,900 huts and centers were opened overseas and 1,000 in the United States. In the operation of the work 7,853 workers were overseas and 4,763 in the United States. John R. Mott was general secretary of the National War Work Council. E. C. Carter was chief secretary in the American Expeditionary Forces.

YOUNG WOMEN'S CHRISTIAN ASSOCIATION, NATIONAL WAR WORK COUNCIL.

Created June 6, 1917, by the Young Women's Christian Association to administer the war work program of that association. The council had general responsibility for the promotion and supervision of the work of its subcommittees and local branches, reenforcing morale of women workers in industrial communities, training professional and volunteer workers, educating women and girls in the principles of social hygiene and social standards in war time, building and managing hostess houses, cafeterias, emergency dormitories, and recreation centers, and working among women in camps and industrial centers. The work of the council among soldiers and sailors was done through the hostess houses and cafeterias. Between June 7, 1917, and June 7, 1919, $12,659,031.28 (of which $7,163,540.13 was expended after November 1, 1918) was spent by the Young Women's Christian Association in their war work program. Of this sum $1,903,583.92 was spent overseas in Italy, France, Russia, England, and Bohemia; $4,081,335.63 for hostess houses in or near camps in

this country; and $784,197.75 for war work among girls engaged in war industries, replacing men in service. The number of secretaries engaged in the United States through June 12, 1919, was 2,235, and the total of those overseas, 223. Mrs. James S. Bushman, chairman; Miss Helen A. Davis, executive secretary.

ZINC, COOPERATIVE COMMITTEE ON; COUNCIL OF NATIONAL DEFENSE.

Appointed by Bernard Baruch, chairman of the Committee on Raw Materials, Minerals and Metals of the Council of National Defense, April 21, 1917, with Edgar Palmer as chairman. The committee secured for the Army, Navy, and United States Shipping Board full requirements of zinc at a reasonable price. The committee allotted contracts to the various companies and was able at all times to satisfy requirements of Government departments. After the passage of the food and fuel act the committee resigned, and the work was continued by a war service committee appointed November 12, 1917.

ZINC WAR SERVICE COMMITTEE.

Organized November 12, 1917, by the Non-Ferrous Metals Section of the War Industries Board to act in an advisory capacity in the conduct of relations between the industry and the War Industries Board. In May, 1918, a subcommittee was appointed to take up the question of transportation of zinc with the United States Railroad Administration. The committee conferred regularly on zinc prices and provided for Government requirements. Edgar Palmer, chairman.

ZOOLOGICAL DIVISION, BUREAU OF ANIMAL INDUSTRY, DEPARTMENT OF AGRICULTURE.

A permanent division. Through its investigations of animal parasites, including the cattle tick, the division was an important source of information on matters relating to the removal of obstacles to economical live-stock production and handling of foods. In response to requests from the War Department it also supplied information concerning parasites, examined and determined specimens, and supplied material to be used for instruction in the Army Medical School. B. H. Ransom, chief.

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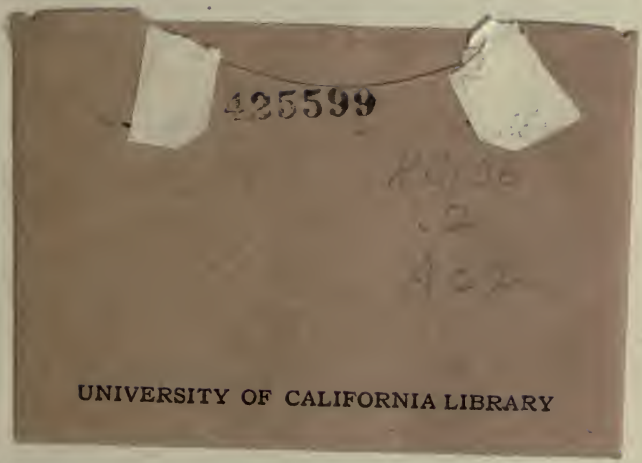
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